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PROVIDED BY TRI-CITY MEDICAL CENTER

# HEALTHCARE: JANUARY IS NATIONAL BLOOD DONOR MONTH

## Tri-City Medical Center Encourages San Diegans to Donate Blood

Due to an unprecedented national blood shortage, Tri-City Medical Center is encouraging San Diegans to donate blood to meet the needs of the healthcare community. This emergency is all about supply and demand.

A readily available supply of blood is critical to meet daily patient needs – whether it's for trauma, surgery or transfusions after cancer treatments. The San Diego Blood Bank reports that it must collect more than 350 units of blood each day to meet the needs of local patients.

According to the American Red Cross, blood and platelet donations typically drop off during and immediately after the winter holidays due to busy schedules, school breaks, colds and flu, and bad weather that can cancel blood drives. Now add in the ongoing effects of COVID-19. Many people are deferring their donations because of safety concerns and uncertainty about whether they are eligible to donate after receiving the COVID-19 vaccine or a positive test. Mobile blood drives sponsored by hospitals, businesses and schools have also been cancelled because of the pandemic.

These types of issues have disrupted the nation's blood supply, resulting in dangerously low inventories, especially for blood types O positive and negative. According to the Red Cross, only 7% of the population are O negative, but the need for O negative blood is greatest as it is the universal blood type most often used during emergencies.

But the demand for blood is always there.

"In the ICU, our biggest demand for blood is for patients experiencing a severe gastrointestinal bleed or undergoing major surgery like open-heart," said Winnie Madrid, RN. She has worked in Tri-City's Intensive Care Unit (ICU) for more than 17 years. "So far, we have been able to get the blood we need; the only minor delays I have encountered occur when the patient has an antigen or needs platelets. Thankfully, we have not had to cancel any surgeries yet, but this may change as the pandemic comes and goes in waves."

The pandemic has increased the demand for blood and blood products (red cells, platelets, plasma, cryoprecipitate AHF or "cryo" and



granulocytes). Doctors are seeing more advanced diseases that require more aggressive treatments in people who have postponed medical treatments, often resulting in increased hospital admissions.

The Association for the Advancement of Blood & Biother-

apies (AABB), America's Blood Centers and the American Red Cross are urging eligible, healthy individuals to contact their local blood center and make an appointment to donate blood today to meet the escalating demand.



"People who have received the COVID-19 vaccine and booster can still donate blood, platelets or plasma if they meet certain criteria," said Madrid. "It is so important that these individuals continue to donate as our blood supply is the lowest it's been in years."

The American Red Cross follows the U.S. Food and Drug Administration's (FDA) blood donation guidelines:

- Eligible blood donors who are vaccinated with an inactivated or RNA-based COVID-19 vaccine manufactured by AstraZeneca, Janssen/Johnson & Johnson, Moderna, Novavax or Pfizer do not have to wait to donate as long as they are symptom-free and feeling well at the time of donation.
- Eligible blood donors must wait 14 days before giving blood if they have:
  - Received a live attenuated COVID-19 vaccine or do not know what type of COVID-19 vaccine they received
  - Been diagnosed with COVID-19, had a positive COVID-19 diagnostic test, or are experiencing symptoms.
  - "Those of us who work in the ICU at Tri-City know first-hand that donating blood saves lives," said Madrid. "Each day, we come to work to provide the highest quality of care to our patients, and this includes being able to give them the blood or blood products they need to survive. We are grateful to everyone in our community who donates blood so that all patients can feel better and live a good life."

One pint of blood can save up to three lives. Donate today as the need has never been greater. To be eligible to donate whole blood, the American Red Cross requires that a person must be at least 16 years old, weigh at least 110 pounds and be in generally good health. To learn more about donating blood, visit American Red Cross, San Diego Blood Bank.

Tri-City Medical Center is a full-service acute care hospital in Oceanside with three primary care clinics and more than 500 physicians practicing in 60 specialties. In 2021, Tri-City Medical Center celebrated its 60th anniversary. ■





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## SPECIAL REPORT: HOSPITALS

# Area Hospitals Innovate to Offset Workforce Shortages Compounded by COVID

With the Arrival of Omicron, Pandemic's Second Winter Takes on a Different Tone

■ By GEORGE LURIE

As the Omicron variant of COVID-19 races across San Diego County infecting record numbers of residents, healthcare leaders are battling to keep their facilities staffed and fully operational. State health officials reported this week that one-third of all California hospitals are reporting critical staffing shortages.

In December, **Moody's Investors Service** published a report predicting staffing shortages and increased labor costs will continue to pressure hospital operations throughout 2022. "Labor costs indeed are the challenge that the sector is facing over the next year and

will result, in our opinion, in driving expenses at a rate higher than revenue growth," said **Brad Spielman**, VP and senior credit officer at Moody's and the author of the report.

If the Omicron surge continues into February and March, the **Centers for Disease Control**

said this week that it may allow healthcare workers to return to work even if they have tested positive for COVID but remain asymptomatic – or are only mildly infected and "well enough and willing to work."

"When there are no longer enough staff to provide safe patient care," the CDC guidance also said, hospitals could be forced to "implement regional plans to transfer patients with COVID-19 to designated healthcare facilities, or alternate care sites with adequate staffing."

"I suspect if you asked most hospital leaders at this point what one of their biggest worries is as they think about their organizations now and in the future, workforce would be at the top of almost all of those lists," said **Akin Demehin**, director of policy at the **American Hospital Association**.

## Discouraging ER for Non-Emergencies

**John Cihomsky**, system VP of PR/communications at **Sharp HealthCare**, said his organization is using more than 300 travelers – nurses and other healthcare providers – "to



Healthcare workers are currently facing an unprecedented surge in hospital visits due to the Omicron variant of COVID-19.

support our staffing needs."

"We assess our labor pool and cases on a daily basis and postpone non-emergent procedures as needed," Cihomsky added. "Emergent cases are not postponed. Additionally, to lighten the burden on our emergency rooms, we are requesting the community to seek alternative testing resources for COVID-19 unless they are in need of emergency treatment."

Cihomsky said Sharp's staff has been hit hard by Omicron. "We have about 700 employees that are out because of a positive COVID test," he said, adding that some of those who've tested positive are asymptomatic.

Sharp has 20,000 employees at four acute care hospitals (Grossmont, Memorial, Coronado, Chula Vista) and three specialty hospitals (Mary Birch, Mesa Vista and McDonald Center). As of January 10, Cihomsky said Sharp was treating 395 COVID-positive patients in its hospitals. "It is our second biggest surge," he said. "Last year's peak surge topped out at 500 patients."

Of Sharp's 395 current COVID patients, 59 are in the ICU. Sharp has a total of 175 ICU beds. As of the second week of January, 156 beds were occupied. Cihomsky said Sharp's overall occupancy rates were averaging about 72 percent. "So, we [still] have room" to deal

with the current Omicron surge, he added.

## Increasing Wages

According to **Ben Metcalf**, communications project manager at **Rady Children's Hospital**, hospital administrators are taking a number of additional steps to hire and re-train staff during the Omicron surge.

In November, Rady Children's increased its internal minimum wage to \$20 an hour. Metcalf said the change represents a 33 percent increase to those who previously were making the minimum wage of \$15 an hour.

"We have provided more flexibility in working remotely," Metcalf added. "[And] we are promoting wellness programs and services including healing touch, our employee assistance program and 'CPR for the Soul' – a team gathering to pause, breathe and rebalance."

Rady Children's also is employing telehealth services as an alternative to in-person appointments for many of its specialty and developmental services. "Video visits can be an effective way for families to connect and consult with a pediatric specialist from the comfort and convenience of their own home," Metcalf said. "With the current COVID surge, many families are unable to

come to our clinics for several reasons and we are encouraging families when appropriate to take advantage of the video visits to prevent delays in needed care."

## Repositioning Available Resources

**Scripps Health** has implemented a number of strategies to address its current workforce shortages. **Eric Cole**, corporate senior vice president of human resources at Scripps Health, said the organization has developed a systemwide labor pool to redeploy staffing resources across its five hospital campuses and 28 outpatient centers and clinics.

"Through our incident command center, Scripps' executive leadership communicates consistently with clinical and administrative leaders at all of our facilities to determine patient demand and available resources," Cole said. "Based on these communications, staffing can be reallocated to the facilities where the patient need is greatest."

Even before the Omicron surge hit, Cole said Scripps has "aggressively recruited and hired staff to fill open patient care positions."

"Over the past three months, Scripps has filled more than 950 openings in direct patient care roles such as registered nurses, medical assistants, patient care assistants, emergency department technicians and lab assistants and in patient care support roles such as patient service representatives and environmental service technicians," Cole said. "This has been challenging due to a very limited candidate pool."

## Speeding Up the Onboarding Process

Scripps has also redesigned its onboarding process for new employees to shorten the time between interview to first day on the job, from multiple weeks to days.

"We have offered hiring bonuses of up to \$5,000 as incentives for new hires in certain, hard-to-fill positions, such as imaging and registered nurse positions and a few higher incentives in very specific areas such as night shift ICU registered nurses," Cole said. "We have [also] developed targeted incentives to entice existing staff to pick up additional shifts."

Cole said Scripps has even identified



**Brad Spielman**  
VP and Senior Credit  
Officer  
Moody's



**Akin Demehin**  
Director of Policy  
American Hospital  
Association



**John Cihomsky**  
System VP of PR/  
Communications  
Sharp HealthCare



**Ben Metcalf**  
Communications  
Project Manager  
Rady Children's  
Hospital



**Eric Cole**  
Corporate Senior VP  
of Human Resources  
Scripps Health



existing administrative staff who have qualifications to work in clinical roles, “so that they may potentially be redirected to patient care roles as desired and appropriate.”

**More Emphasis on Telehealth**

Dr. Anil N. Keswani, chief medical officer of ambulatory and accountable care at Scripps Health, said telehealth services have been an increasingly vital line of support during the Omicron surge.



**Dr. Anil N. Keswani**  
Chief Medical Officer  
of Ambulatory and  
Accountable Care  
Scripps Health

“At Scripps Health, technology and telehealth are being used to support patients during a time of unprecedented patient phone call volume coming into our COVID nurse line,” Dr. Keswani said. “For example, with the increased number of patients calling

into our COVID nurse line – and the increased number of employees calling out sick – or missing work for other factors like lack of childcare – we implemented a free online tool called symptom checker. Patients with a MyScripps account can go online into the symptom checker tool 24/7 to assess their symptoms, get guidance, obtain an e-visit or even schedule a telehealth visit.”

Dr. Keswani said this approach can often be “more efficient than calling. Lately we have been experiencing a seven-fold increase in patients using symptom checker and also an increased number of telehealth visits,” he added. “In fact, approximately one out of every four patient visits at Scripps Health are conducted via telehealth right now. This is safer during a pandemic, more efficient for our patients and still allows us to provide excellent care.”

Aaron Byzak, chief external affairs officer for Tri-City Medical Center, said his organization is using near-term strategies to help offset worker shortages “while also putting in place programs that will positively impact the health-care system and



**Aaron Byzak**  
Chief External Affairs  
Officer  
Tri-City Medical  
Center



broader community for years to come.”

“To address our current staffing challenges, we are aggressively recruiting new full-time, part-time and per diem Tri-City employees using generous sign-on bonuses for key positions and referral bonuses for existing employees who recommend candidates who are hired,” Byzak said.

**Hiring More Nurses Directly Out of School**

“We have also developed new, new-grad nursing programs in certain impacted departments which allows us to hire more nurses directly out of school,” Byzak added. “We also just instituted a retiree hire-back program in which recently retired staff can work on a part-time or per diem basis to help impacted areas like nursing and laboratory.”

Like other area hospitals, Byzak said Tri-City is also using “travelers” to help offset near-term staffing shortages.

“Over the mid- to long-term, we are developing new and innovative partnerships with the education and business community to create a robust pipeline of highly qualified local talent,” Byzak said. “As part of Tri-City Medical Center’s COAST-AL Commitment community outreach initiative, we recently launched SOCAL or Student Opportunities for Career Awareness and Learning, a partnership with the San Diego North Economic Development Council (SDNEDC), local chambers of

commerce and K-12 and higher education. This major investment elevates awareness of career and education opportunities in our community, while providing resources for career-minded individuals to become economically empowered through fulfilling careers in healthcare and other growth industries.”

Byzak, who is also incoming board chair of the SDNEDC, said the partnership with the EDC and other local chambers and businesses on the SOCAL project “lays the foundation for further innovative programs to help ease the transition of the best candidates into our health system.”

**What Can the Public Do to Help Ease the Strain on Hospitals?**

With more and more cases of ambulances being forced to line up outside overcrowded emergency rooms as area medical workers battle the Omicron surge, Byzak said it’s critical “we don’t overburden emergency rooms with non-emergent issues.”

He recommended utilizing urgent care offices as an emergency room alternative, at least until the COVID surge eases.

“The other day I injured my hand playing with my children and thought my hand might be broken,” Byzak said. “Rather than going to the emergency room and potentially clogging up a vital artery in the healthcare system, I went to an urgent care to be seen.”

“When healthcare resources are at a premium,” he added, “it’s important to pursue the right level of care for your illness or injury.”

**Omicron Peaking?**

At Palomar Health’s hospitals in Escondido and Poway, CEO Diane Hansen said she’s seeing hopeful indications that Omicron may be peaking. “This latest surge has been heavy but nothing like the surge we saw at the end of 2020 and the beginning of 2021,” Hansen reported.

Palomar’s daily average of in-house COVID patients is “hovering between

80 and 100,” Hansen said. A year ago during the Delta surge, patients hospitalized with COVID were averaging almost 190 a day.

“With Omicron, we’re not seeing as long of hospital stays,” Hansen added. “And a lot fewer patients are needing ventilators. We’re hoping to be on the downside of this latest surge by February.”

Another hopeful indicator: Hansen said she is seeing more of Palomar’s staff coming back to work than calling in sick.

“We’re leveraging technology as best we can” to help offset the worker shortage, Hansen said. “Like other hospitals, we’ve increased our telehealth services and are trying to keep patients out of medical offices if possible.”

Hansen said Palomar is also in the process of hiring a dozens of nurses who will be coming to the San Diego area from Indonesia. Given the demand for foreign nurses, there is currently a backlog of visa applications but Hansen said the new nurses are expected to join Palomar in May or June.

**Reassigning Personnel When Needed**

Jane Finley, senior VP and area manager at Kaiser Permanente San Diego, said her organization continues to experience “a higher rate of staff call-outs” related to the post-holiday surge of the Omicron variant.

“As a fully integrated healthcare system, our ability to reassign personnel when necessary from our ambulatory facilities to our hospitals has aided us greatly in our ability to serve our members with minimal disruption,” Finley said.

“The last 24 months of this pandemic have been an incredibly challenging and stressful time to work on the front lines of health care,” Finley added. “We are extremely grateful for our frontline health care workforce, whose commitment to providing care and service throughout the COVID-19 pandemic has been nothing short of inspiring.” ■



**Diane Hansen**  
President and CEO  
Palomar Health



**Jane Finley**  
Senior VP and Area  
Manager  
Kaiser Permanente  
San Diego





# HOSPITALS

Ranked by number of licensed beds

Rank	Hospital Address Website   Phone	Licensed beds	2020 total patient days/ discharges	2020 total employees/ patient revenue	Partial list of specialty services	Parent organization Headquarters	Chief executive officer Administrator Year est. locally	Chief executive	
1 (1)	<b>Sharp Memorial Hospital</b> 7901 Frost St., San Diego 92123 www.sharp.com/memorial   858-939-3400		832	152,713 29,910	3,496 \$5.61 billion	Heart/vascular care, cancer services, stroke services, weight-loss (bariatric) surgery, rehabilitation, orthopedics	Sharp HealthCare San Diego	Tim Smith Janie Kramer 1955	
2 (2)	<b>Sharp Grossmont Hospital</b> 5555 Grossmont Center Drive, La Mesa 91942 www.sharp.com/grossmont   619-740-6000		524	113,403 24,515	2,836 \$3.88 billion	Heart/vascular services, cancer services, stroke services, orthopedics, rehabilitation, emergency & critical care, robotic	Sharp HealthCare San Diego	Scott Evans Anthony D'Amico 1955	
3 (3)	<b>Rady Children's Hospital</b> 3020 Children's Way, MC 5129, San Diego 92123 www.radygenomics.org   858-576-1700		505	96,736 18,199	3,397 \$2.72 billion	Specialty care for children & teens, designated pediatric trauma center	Rady Children's Hospital-San Diego San Diego	Dr. Patricio Frias Margareta Norton 2014	
4 (4)	<b>Scripps Mercy Hospital</b> 4077 Fifth Ave., San Diego 92103 www.scripps.org   619-294-8111		487	129,722 26,939	3,438 \$3.89 billion	Emergency services & level I trauma center, chest pain center, stroke, diabetes, orthopedics	Scripps Health San Diego	Chris Van Gorder Tom Gammieri 1924	
5 (5)	<b>Sharp Chula Vista Medical Center</b> 751 Medical Center Court, Chula Vista 91911 www.sharp.com/chula-vista   619-502-5800		449	74,885 14,808	1,863 \$2.37 billion	Heart/vascular services, cancer services, emergency services, endoscopy, orthopedics, rehabilitation, robotic surgery, weight	Sharp HealthCare San Diego	Pablo Velez Dan Dredla 1955	
6 (7)	<b>UC San Diego Health – Jacobs Medical Center</b> 9300 Campus Point Drive, La Jolla 92037 health.ucsd.edu   858-657-7000	UC San Diego Health	418	na <sup>(1)</sup> na <sup>(1)</sup>	na <sup>(1)</sup> na <sup>(1)</sup>	Surgical services, cancer care, clinical trials, birthing options & more	The Regents of the University of California Oakland	Patty Maysent Brendan Kremer 2016	
7 (9)	<b>UC San Diego Health – Hillcrest Medical Center</b> 200 W. Arbor Drive, San Diego 92103 https://health.ucsd.edu   858-657-7000	UC San Diego Health	381	203,768 <sup>(2)</sup> 32,499 <sup>(2)</sup>	6,928 <sup>(2)</sup> \$7.21 billion <sup>(2)</sup>	NCI-designated cancer center, cardiovascular center, organ transplantation, Ratner Children's Eye Center	The Regents of the University of California Oakland	Patty Maysent Brendan Kremer 1966	
8 (6)	<b>Scripps Memorial Hospital La Jolla</b> 9888 Genesee Ave., La Jolla 92037 www.scripps.org   858-626-4123		365	90,474 19,613	2,330 \$3.96 billion	Cardiovascular services, women's services, interventional radiology, bariatric surgery, oncology services, stroke	Scripps Health San Diego	Chris Van Gorder Carl Etter 1924	
9 (10)	<b>Kaiser Permanente Zion Medical Center</b> 4647 Zion Ave., San Diego 92120 www.kp.org/sandiego   619-528-5000		358	96,191 22,697	2,455 na	General ICU, surgical, emergency room, orthopedics, general medical	Kaiser Foundation Health Plan & Hospitals Oakland	Jane Finley Sammy Totah 1967	
10 (8)	<b>Tri-City Medical Center</b> 4002 Vista Way, Oceanside 92056 www.tricitymed.org   760-724-8411		320	52,244 10,285	1,317 \$1.41 billion	Orthopedic & spine institute, cardiovascular health institute, maternal & child health, daVinci robotic surgery suite	Tri-City Healthcare District Oceanside	Steve Dietlin Steve Dietlin 1961	
11 (11)	<b>Palomar Medical Center Escondido</b> 2185 Citracado Parkway, Escondido 92029 www.palomarhealth.org   442-281-5000		286	82,312 22,724	2,068 \$3.25 billion	24-hour emergency & trauma services, cardiovascular, orthopedics, rehabilitation, oncology, neurosciences	Palomar Health Escondido	Diane Hansen Sheila Brown 1933	
12 (12)	<b>Kaiser Permanente San Diego</b> 9455 Clairemont Mesa Blvd., San Diego 92123 www.kp.org/sandiego   858-266-5000		253	na <sup>(3)</sup> na <sup>(3)</sup>	na <sup>(3)</sup> na	LEED Platinum certified	Kaiser Foundation Health Plan & Hospitals Oakland	Jane Finley Sammy Totah 1967	
13 (NR)	<b>Naval Medical Center San Diego</b> 34800 Bob Wilson Drive, San Diego 92134 sandiego.tricare.mil   619-532-6400		245	na na	na na	State of the art cardiac catheterization laboratory	TRICARE Falls Church, Va.	Capt. Kimberly Davis 1917	
14 (13)	<b>Palomar Medical Center Poway</b> 15615 Pomerado Road, Poway 92064 www.palomarhealth.org   858-613-4000		236	19,646 5,282	657 \$822.76 million	Emergency services, birth center/level II neonatal ICU, cardiovascular, orthopedics, rehabilitation, women's center	Palomar Health Escondido	Diane Hansen Sheila Brown 1977	

na Not available  
**Source:** The American Hospital Directory, California Office of Statewide Health Planning and Development and The Hospital Association of San Diego and Imperial Counties  
 To the best of our knowledge, this information is accurate as of press time. While every effort is made to ensure the accuracy and thoroughness of the list, omissions and typographical errors sometimes occur. Please send corrections or additions to the research department of the San Diego Business Journal, Elaine Keisling, sdbjlists@sdbj.com. This list may not be reprinted in whole or in part without prior written permission from the editor. Some companies have declined to participate or did not return a survey by press time. It is not the intent of this list to endorse the participants or to imply a company's size or numerical rank indicates its quality.  
 (1) Numbers reported as part of UC San Diego Health  
 (2) Includes numbers for Jacobs Medical Center  
 (3) Numbers reported as part of Kaiser Permanente Zion Medical Center





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15 (14)	<b>Paradise Valley Hospital</b> 2400 E. Fourth St., National City 91950 www.paradisevalleyhospital.net   619-470-4321	 Paradise Valley Hospital	227	41,949 7,039	743 \$413.35 million	Surgery, outpatient, behavioral health, cardiovascular services, physical rehabilitation	Prime Healthcare Services Ontario	Neerav Jadeja Neerav Jadeja 1904	
16 (15)	<b>Alvarado Hospital Medical Center</b> 6655 Alvarado Road, San Diego 92120 www.alvaradohospital.com   619-287-3270	 Alvarado Hospital Medical Center	226	22,900 4,852	568 \$511.03 million	Acute care hospital, emergency room, cancer, cardiac, rehab, orthopedics, bariatrics, stroke	Prime Healthcare Services Ontario	Robin Gomez Robin Gomez 1972	
17 (16)	<b>Sharp Mary Birch Hospital for Women and Newborns</b> 3003 Health Center Drive, San Diego 92123 www.sharp.com/mary-birch   858-939-3400		206	na <sup>(1)</sup> na <sup>(1)</sup>	na <sup>(1)</sup> na <sup>(1)</sup>	High-risk-pregnancy care, OB/GYN, NICU, fertility center, oncology, gynecologic, cosmetic surgery	Sharp HealthCare San Diego	Trisha Khaleghi Carmen Columbo 1955	
18 (17)	<b>Scripps Memorial Hospital Encinitas</b> 354 Santa Fe Drive, Encinitas 92024 www.scripps.org   760-633-6501		193	48,273 11,977	1,277 \$1.55 billion	Emergency services, medical/surgical services, intensive care, maternal/newborn services, acute & outpatient rehab services	Scripps Health San Diego	Chris Van Gorder Carl Etter 1964	
19 (18)	<b>Scripps Green Hospital</b> 10666 N. Torrey Pines Road, La Jolla 92037 www.scripps.org   858-554-9100		173	27,864 7,261	10,055 \$168.21 million	Cancer, cardiology, orthopedics, organ transplant, blood & marrow transplant, sleep medicine, urgent care	Scripps Health San Diego	Chris Van Gorder Carl Etter 1977	
20 (19)	<b>Sharp Mesa Vista Hospital</b> 7850 Vista Hill Ave., San Diego 92123 www.sharp.com/mesa-vista   858-278-4110		159	40,768 4,603	538 \$377.25 million	Mental health, chemical dependency, substance abuse treatment, treatment for eating disorders, inpatient & outpatient	Sharp HealthCare San Diego	Trisha Khaleghi Dr. Fadi Nicolas 1955	
21 (20)	<b>Select Specialty Hospital - San Diego</b> 555 Washington St., San Diego 92103 sandiego.selectspecialtyhospitals.com   619-260-8300		110	27,872 743	329 \$507.33 million	Acute care, medically complex cases, ventilator weaning, pulmonary, wound care, outpatient care	Select Medical Mechanicsburg, Pa.	Todd Hoff Rhonda Moten 2008	
22 (21)	<b>San Diego County Psychiatric Hospital</b> 3853 Rosecrans St., San Diego 92110 www.sdcountry.ca.gov   619-692-8200		109	na na	na na	Acute psychiatric inpatient, emergency psychiatric services, crisis intervention	Health and Human Services Agency - County of San Diego	Nick Macchione Izabela Karmach 1989	
23 (22)	<b>Aurora Behavioral Health Care San Diego</b> 11878 Avenue of Industry, San Diego 92128 www.aurasandiego.com   858-487-3200		101	31,118 2,631	248 \$63.02 million	Inpatient, outpatient behavioral health, chemical dependency programs for youth, adults and military	Signature Healthcare Services LLC Corona	Alain Azcona Alain Azcona 2000	
24 (23)	<b>Kindred Hospital - San Diego</b> 1940 El Cajon Blvd., San Diego 92104 www.kindredsandiego.com   619-543-4500		70	17,977 537	212 \$126.01 million	Pulmonary, complex wound care, rehabilitation (transitional or subacute), dialysis IV antibiotic	Kindred Healthcare LLC Louisville, Ky.	Kerry Ashment Kerry Ashment 1992	
25 (24)	<b>Alvarado Parkway Institute BHS</b> 7050 Parkway Drive, La Mesa 91942 www.apibhs.com   619-465-4411		66	21,950 2,384	467 \$92.93 million	Behavioral health system, inpatient, outpatient psychiatric care	BH-SD Opco LLC La Mesa	Megan Montgomery-West Megan Montgomery-West 1980	
26 (25)	<b>Sharp Coronado Hospital</b> 250 Prospect Place, Coronado 92118 www.sharp.com/coronado   619-522-3600		59	7,164 1,868	381 \$442.61 million	Heart/lung services, liver care, stroke care, emergency care, sub-acute & long-term care, rehabilitation, orthopedics	Sharp HealthCare San Diego	Susan Stone Christopher Walker 1955	
27 (NR)	<b>Naval Hospital Camp Pendleton</b> 200 Mercy Circle, Camp Pendleton 92055-5191 camp-pendleton.tricare.mil   760-725-1288		42	na na	na na	General surgery, endoscopy and surgical subspecialties, including vascular and bariatric surgery	TRICARE Falls Church, Va.	Capt. Peter Roberts 1942	

na Not available

Source: The American Hospital Directory, California Office of Statewide Health Planning and Development and The Hospital Association of San Diego and Imperial Counties  
To the best of our knowledge, this information is accurate as of press time. While every effort is made to ensure the accuracy and thoroughness of the list, omissions and typographical errors sometimes occur. Please send corrections or additions to the research department of the San Diego

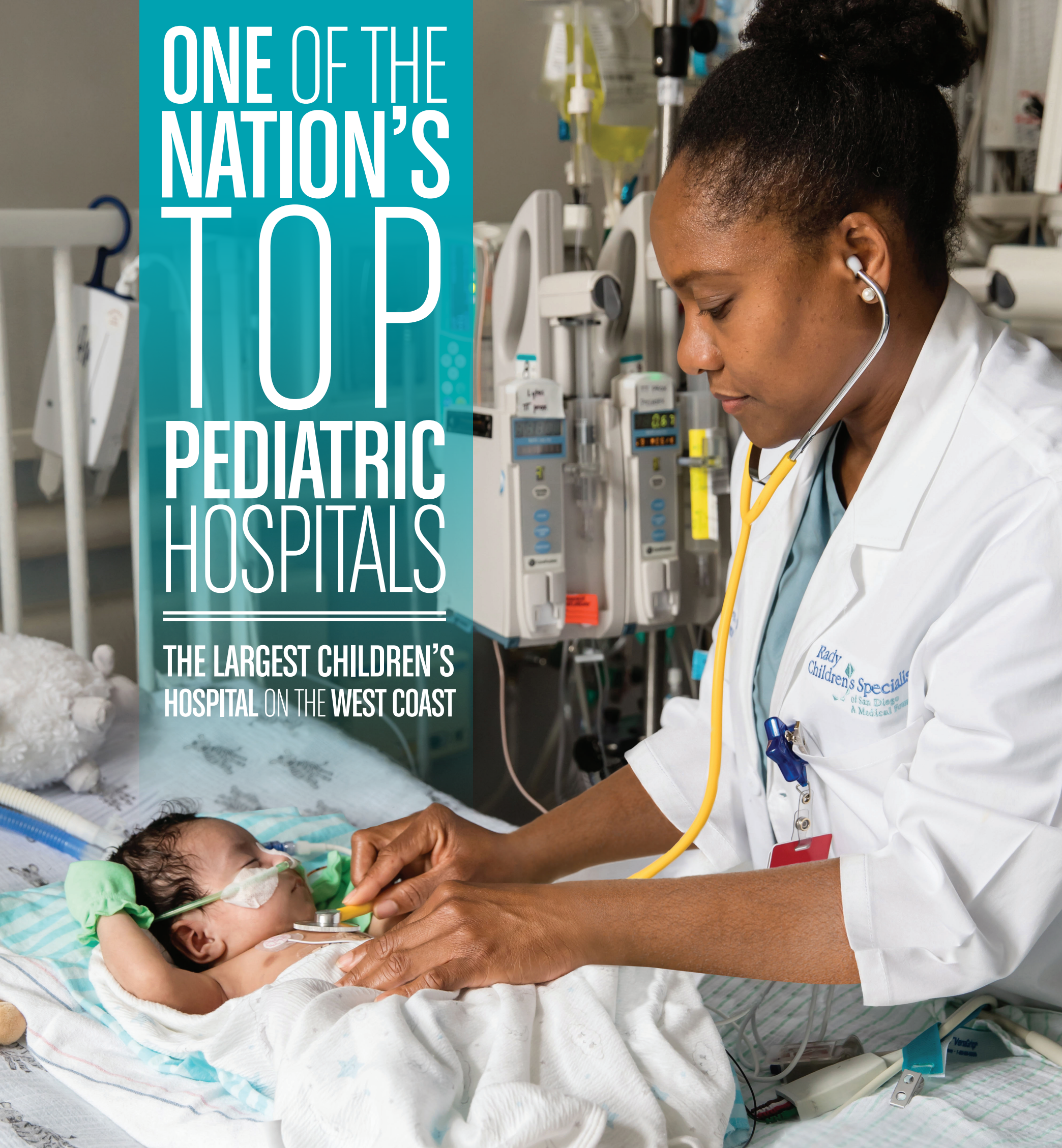
Business Journal, Elaine Keisling, sdbjlists@sdbj.com. This list may not be reprinted in whole or in part without prior written permission from the editor. Some companies have declined to participate or did not return a survey by press time. It is not the intent of this list to endorse the participants or to imply a company's size or numerical rank indicates its quality.

(1) Numbers reported with Sharp Memorial Hospital



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