

HEALTHCARE





Message to the Business Community



Barry Arbuckle
President & CEO,
MemorialCare

THE LEADER IN VALUE-BASED HEALTHCARE

Even before our community was beset by the pandemic, 79 percent of employers viewed the staggering rise of healthcare costs as their key challenge while road mapping the future of their companies. This challenge is even greater as our business community turns the corner on the pandemic and focuses on economic renewal. Many companies are evaluating their health benefit options.

As the region's leader in value-based care, MemorialCare provides innovative health benefit solutions for employers looking to provide their employees with exceptional quality and patient experience at a reduced cost. With a high-performing network of healthcare providers, accessible both virtually and in person, MemorialCare can ensure care will be coordinated and available when, where and how your employees want it.

MemorialCare partners with Aetna, Anthem, Blue Shield, and United in many high-value benefit plans, and we contract with employers that want a direct relationship with the healthcare providers caring for their employees. MemorialCare offers more high-value arrangements than any other health system in our region and on April 1, we joined the Blue Shield Trio network in Orange County, expanding our participation beyond Long Beach.

Through our collaboration with Centivo, a growing and innovative national administrative services provider, we have secured two new direct-to-employer (DTE) contracts with Farmers & Merchants Bank and Novartis. Our first DTE contract, MemorialCare Health Alliance, with the Boeing Company, continues to perform exceptionally well.



Marcia Manker
CEO, MemorialCare
Saddleback &
Orange Coast
Medical Centers

MEMORIALCARE HOSPITALS IN ORANGE COUNTY RECEIVE TOP NATIONAL HONORS FOR SAFETY

MemorialCare Orange Coast Medical Center and MemorialCare Saddleback Medical Center have earned top national honors for hospital safety, receiving an "A" Safety Grade from The Leapfrog Group, an independent national organization committed to healthcare quality and safety. This honor recognizes our hospitals' success in preventing medical errors, injuries, accidents, infections and for outstanding results in other safe patient care practices.



Mark Schafer, M.D.
CEO, MemorialCare
Medical Foundation

MEMORIALCARE MEDICAL GROUP CELEBRATES 60 YEARS OF GROWTH

May 5, 2021 marked the 60th anniversary of the opening of MemorialCare Medical Group. The group was started in Costa Mesa by two physicians under Bristol Park Medical Group. What began with just two physicians has grown into a leading medical group in our community with more than 300 primary care and specialty physicians, and over 30 health center locations, contributing to the total of 225 care sites within the MemorialCare network.

MemorialCare's growth has accelerated since entering a partnership with Physical Rehabilitation Network (PRN), a leading physical therapy provider. With 23 physical therapy locations across our region and more planned, this joint venture partnership offers the region's most expansive network of physical therapy facilities throughout Orange, Los Angeles and Riverside counties.



These growth efforts have benefited our community, as evidenced by MemorialCare Medical Group receiving "best of" praise from patient surveys conducted by the Integrated Healthcare Association, America's Physician Groups, Blue Shield, SCAN and others. We are humbled by this recognition, and it's an honor to serve our community today and through our next 60 years.

"In celebrating our 60th anniversary, we celebrate MemorialCare Medical Group's continued success and express our gratitude to the countless patients who have entrusted us with their health," said Mark Schafer, M.D., chief executive officer, MemorialCare Medical Foundation. "We look forward to the next 60 years of growth as we continue to work with our exceptional team of doctors, nurses and staff members in delivering high-quality, patient-centered care."

LEADING THE REGION IN COVID-19 VACCINATIONS



158,000+
VACCINES ADMINISTERED

MemorialCare has administered over 158,000 doses of the COVID-19 vaccines to our local communities. This remarkable progress is possible because of the generosity and dedication of our volunteer physicians, employees and community members.

We have reached deep into neighborhoods to vaccinate some of our most vulnerable populations – in their homes, in pop-up clinics, in senior facilities and at our hospitals. We've partnered with the cities of Anaheim, Santa Ana, San Clemente and Irvine, and many community groups. We have also partnered with local employers, including the Los Angeles Angels, Applied Medical Resources Corporation, Farmers & Merchants Bank, Huntington Beach Union High School District and Capistrano Unified School District, to vaccinate their employees.

To learn more about how you can improve quality of care while reducing costs for your employees, contact Cathy Capaldi at ccapaldi@memorialcare.org or (714) 377-2960.



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MemorialCare[™]
Joint Replacement Center

Orange Coast Medical Center
Saddleback Medical Center

A new era in cancer care



Dr. Stefan O. Ciurea directs the bone marrow transplant program at UCI Health.

Photographed by Jared Novakovich.

A year after performing Orange County's first adult bone-marrow transplant, the UCI Health stem cell transplant program is running in high gear, conducting leading-edge clinical trials, opening a specialized outpatient center, planning for a stem-cell processing lab and — most important — providing lifesaving transplants to more than two dozen patients so far.

"We are now a full-fledged transplant program and seeing very good outcomes," said Dr. Stefan O. Ciurea, director of the Hematopoietic Stem Cell Transplant and Cellular Therapy Program at the UCI Health Chao Family Comprehensive Cancer Center, the only Orange County-based comprehensive cancer center designated by the National Cancer Institute.

"We started from scratch a year ago, and we now offer all types of transplants," he added. "We have a full staff and a new outpatient center where our patients can receive their infusions safely."

The program also heralds a new era for research and innovative treatment options for patients with blood and other cancers, including clinical trials using genetically engineered T-cells and, eventually, natural killer (NK) cells. Both are blood cells that play a vital role in the body's immune response to pathogens.

Breakthrough therapy

Called CAR T-cell therapy, T cells isolated from a patient's blood are modified to produce chimeric antigen receptors (CARs) to find and destroy cancer cells carrying the antigen.

"It's a breakthrough treatment that can achieve impressive results when infused back into patients," said Ciurea, a nationally regarded hematologist who was recruited from MD Anderson Cancer Center last year to lead the UCI Health program.

Transplanting hematopoietic stem cells — immature cells produced in bone marrow — requires considerable expertise and specialized facilities. The UCI Health program has a trained transplant team of physicians and nurses, radiation oncologists, transfusion specialists, pharmacists and extensive support personnel.

Resetting the immune system

Since May 2020, 24 patients have received stem cell transplants, about half getting their own (autologous) stem cells and half getting donor (allogeneic) cells to reset their immune system or build a new one to fight their disease.

Treatment usually begins with patients receiving high doses of chemotherapy, often with radiation, to kill any remaining cancer cells as well as bone marrow stem cells. Stem cells are then infused to replace those that have been destroyed. Transplanted cells settle in the bone marrow to make healthy new blood cells.

"By its nature, this is a very risky treatment with many components," Ciurea said. "We have to collect the stem cells, then process and store them in a specialized cell therapy lab."

That's why stem cell transplants are typically performed by academic health systems such as UCI Health.

Care close to home

Because these patients usually need to be hospitalized for about a month and have frequent follow-up visits, Orange County's first bone marrow transplant program has been a boon for patients and their families, who no longer need to travel to Los Angeles or San Diego for care.

Ciurea and his colleagues have ambitious goals. In the months ahead, they hope to receive full accreditation for the program, build a cell processing lab, offer CAR T-cell therapy as a standard of care to patients with advanced lymphoma and leukemia, and begin clinical trials with enhanced and activated NK cells.

"I'm very excited about the future," he said. "This is a new era for cancer care in Orange County."

UCI Health

ucihealth.org/bmt

TAKING ON THE MOST COMPLEX CANCER CASES, WE

STOP AT NOTHING

TO RESTORE HOPE WHEN OTHERS CAN'T.

“Yes, we can help you.” After unsuccessful treatments for a lymphoma diagnosis, these were the words a patient and father of four needed to hear most when he arrived at UCI Health. **Home to the first and only adult bone marrow transplant program in Orange County**, UCI Health provided the life-saving care he needed, close to home.

At UCI Health, we stop at nothing to prevent, treat and cure cancer.

ucihealth.org/bmt

UCI Health

Models used for illustrative purposes only.





CHOC Provides Answers and Hope for Parents of Critically Ill Children with Rare Diseases

If a Major League Baseball player were to step up to the plate 150 times and get a hit 76 times, his batting average would be an unthinkable torrid .507.

When it comes to identifying genetic causes for some of the rarest and serious diseases in children, CHOC has put up numbers that even Mike Trout couldn't dream of achieving.

Since July 2017, CHOC has ordered the comprehensive and cutting-edge test of rapid whole genome sequencing (rWGS) on 150 patients, with 76 of them getting a precise diagnosis that, in many cases, has resulted in life-changing care.

"We took what could have been a diagnostic odyssey for these patients and families and cut it down from weeks, months, and sometimes years to, in some cases, only three days," says CHOC pediatric intensive care unit medical director Dr. Jason Knight, part of an informal leadership team that oversees treatment of critically ill kids with rare diseases in CHOC's intensive care units.

Testing began in 2017

Each of us has some 22,000 genes in our bodies that dictate things ranging from the color of our hair to whether we are tall or short. Genes also produce the proteins that run everything in our bodies. Although individually rare, there are more than 6,200 single-gene diseases. RWGS is the technology that, with just a teaspoon of our blood, allows us to look at all the genes in our cells.

At CHOC, rWGS testing became prominent with the launch of Project Baby Bear in fall 2018. CHOC was among five hospitals to participate in that program, led by Rady Children's Institute for Genomic Medicine (RCIGM) in San Diego. RCIGM has a lab that runs sequencing.

A total of 45 CHOC patients got tested through Project Baby Bear, a \$2-million state program for critically ill infants age 1 or younger who were enrolled in Medi-Cal. Of those 45 patients, 55.6 percent – 25 children – were able to have their rare diseases properly diagnosed.

CHOC actually began ordering rWGS testing on patients the year before in a partnership with RCIGM and Illumina, a leading developer and manufacturer of life science tools and integrated systems for large-scale analysis of genetic variation and function. In that 2017 program, 82 CHOC patients were tested with a 47.6 percent positive diagnosis rate.

CHOC has paid for an additional 23 children to undergo rWGS testing outside of the now-completed Illumina and Project Baby Bear programs, and continues to have funding on a case-by-case basis.

Explains Dr. Knight: "For a lot of these families, having an answer – even one they might not want to hear – is extremely important."

For parents like Caroline Marley, the results have been priceless.

Oliver was born at 33 weeks after a complicated pregnancy for Caroline, who had a partial placental abruption when she was 14 weeks pregnant. Caroline and her husband, Ted, have another son, Charlie, who is healthy.

Born weighing 5 pounds and 4 ounces, Oliver had bruises over much of his body and had to be intubated a day after birth when he went into respiratory failure. Doctors detected a small brain bleed and noticed that, at 6 days old, both of his middle fingers were contracted.

Oliver also had difficulty swallowing. He could move his arms and legs a bit, but he couldn't open his eyes.

Doctors suspected he might have muscular dystrophy.

After other complications, doctors told the Marleys that Oliver's outlook looked grim and that he may have to be sent to an acute-care facility.

"We can't help him," one doctor told Caroline. "I don't believe he will ever come home. If I were going to Vegas, I wouldn't place money on your son."

It got to the point where the Marleys felt Oliver wasn't getting the best care, so



they decided to transfer him to CHOC. A nurse at another hospital whom the Marleys knew recommended CHOC.

Oliver transferred to CHOC on Aug. 11, 2020.

At 8 weeks old, Oliver underwent a tracheotomy and was attached to a ventilator.

"He literally started thriving," Caroline recalls. "He started growing because he was not working so hard to breathe. You could just see he was doing better."

Still without a diagnosis, Oliver went home on Oct. 19, 2020 with a tracheostomy tube and a ventilator.

He returned to CHOC after he contracted a viral infection.

Not convinced Oliver had muscular dystrophy, a CHOC clinician suggested him as a candidate for rWGS.

Three days later, in mid-November 2020, the Marleys received an answer: Oliver had two extremely rare genetic changes in his AHCY gene that potentially resulted in S-AdenosylHomocysteine Hydrolase (SAHH) deficiency.

It is an extremely rare condition with less than 30 patients reported in the world. The disease, which affects brain, muscle and liver development, is associated with high blood levels of methionine and extremely high levels of toxic S-AdenosylHomocysteine (SAH) that interferes with vital cellular growth.

Oliver was put on a delicate protein-restricted diet to limit the production of SAH without causing protein malnutrition, and his condition immediately improved. Other medications were added subsequently to provide nutrients that were deficient due to the toxicity of SAH. He has a condition that is identical to a girl in Pennsylvania who was diagnosed at age 3 and later underwent a liver transplant. That girl is now 9.

Oliver is scheduled to receive a liver transplant soon, Caroline says. She praises the entire collaborative team at CHOC.

"We had everyone by our side every step of the way," Caroline adds. "Child life was amazing, and so is the spiritual care team. If you're willing to learn, they're willing to teach you."

The success of CHOC's rWGS program – with its whopping .507 batting average – is a result of a very unique blend of the right people coming together at the right time and the right institution with the right set-up.



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**Innovators in pediatric care research.
Defenders of childhood.**

At CHOC, patient experiences inform the future of patient care. Learn more about how our Research Institute is advancing pediatric health at **CHOC.org**



Promising Cancer Therapies Pioneered Only at Hoag



In the fight against cancer, more people in Orange County turn to Hoag Family Cancer Institute than any other cancer program. Hoag is recognized as a national leader in cancer care and is ranked by *U.S. News & World Report* as one of the nation's top Cancer Centers. Hoag Family Cancer Institute is home to many of the most promising scientific discoveries and clinical trials that have been developed in treating cancer, and as a result, Hoag patients continually achieve top cancer survival rates.

Molecular Imaging & Therapy

Building upon its personalized, science-based approach to cancer care, Hoag has launched the Molecular Imaging and Therapy Program, the first program of its kind in Orange County, bringing some of the most advanced diagnostic and treatment clinical trials to the region.

Gary A. Ulaner, M.D., Ph.D., who is dual board-certified in radiology and nuclear medicine, recently joined Hoag Family Cancer Institute from Memorial Sloan Kettering Cancer Center where he served as the PET/CT expert on the Breast Cancer and Myeloma Disease Management Teams. He brings with him multiple innovative clinical trials, some of which are national research trials through collaboration with the National Institutes of Health, that use molecular imaging to detect cancer at a cellular level, well before traditional imaging. Using molecular imaging to target cancer cells, Dr. Ulaner will also be conducting trials to evaluate the efficacy of targeted radiation therapy ("liquid radiation") to then treat cancer.

Cell Therapy Using NK Cells

Cell therapy is a type of immunotherapy, or immuno-oncology, where patients with advanced cancer are given immune cells engineered with cancer fighting properties to destroy cancer cells. Hoag's Cell Therapy Program conducts a number of cell therapy clinical trials, contributing to the development of promising new therapies for some of cancers most advanced diseases.

Hoag is the first hospital in Orange County to offer cell therapy for solid tumors, including a cell therapy trial for patients with advanced pancreatic cancer.

Applied Genomic Technologies – Bringing Precision Medicine to the Bedside

Hoag Family Cancer Institute offers a clinical and scientific team of experts in oncology, genomics, genetics, molecular pathology and genetic counseling all working together to take a deeper look at a patient's cancer. Using high-performance technologies known as

bioinformatics, Hoag analyzes DNA-sequencing data to better understand the genomic profile of a patient's tumor, helping Hoag's clinical team truly personalize treatment plans. Hoag goes one step further to also identify those at risk for developing cancer, with enrollment in screening and surveillance programs. Through multiple disease-specific tumor board conferences and a dedicated molecular tumor board, this group discusses patient cases and the integration of precision medicine into treatment planning.

"Hoag Family Cancer Institute is delivering some of the most advanced, most effective cancer therapies available," said Burton Eisenberg, M.D., Executive Medical Director, Hoag Family Cancer Institute and the Grace E. Hoag Executive Medical Director Endowed Chair. "Hoag has built programs, like molecular imaging and therapy and cell therapy, recruited the brightest physicians to lead them, and paired that with excellence in nursing, state-of-the-art facilities, and leading-edge clinical trials. These are all winning combinations not just for Hoag, but for our patients who we are deeply committed to."

Most Advanced Radiation Therapy is at Hoag

The ViewRay MRIdian™ linear accelerator is the most advanced radiation oncology tool available, and it can be found at Hoag. Through the generosity of community donors Dean and Gerda Koontz, Hoag was the second in California to acquire the ViewRay MRIdian, and 16th in the nation.

Unlike conventional linear accelerators, the ViewRay MRIdian utilizes MRI imaging in combination with a linear accelerator, which allows Hoag clinicians to obtain real-time, high resolution images of a patient's tumor during treatment. If the tumor has shifted from movement in the bowels, or by a patient's breath, radiation delivery stops to avoid radiating healthy tissue. This level of precision allows Hoag clinicians to deliver a higher, potentially more effective, radiation dose while sparing healthy surrounding tissue, decreasing side effects.

Connect With Us

It may be hard to know where to start following a cancer diagnosis, or even seeking a second opinion. When you contact us, Hoag can connect you with a site-specific cancer nurse navigator who will help you and your family take the first step, including connecting you with some of Orange County's leading oncology physicians, clinical trials and support services. **Call us at 949-7-CANCER or visit www.hoag.org/cancer.**

Hoag Brings Molecular Imaging & Therapy to Orange County

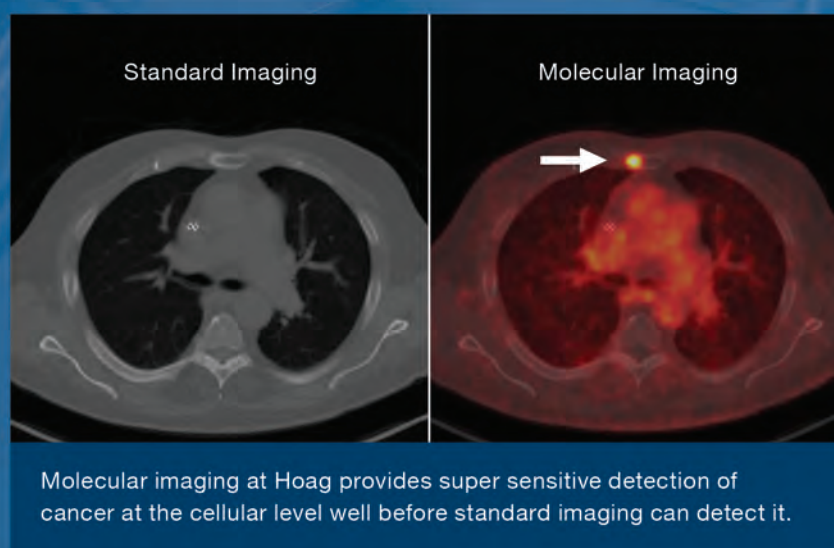
LED BY NATIONALLY RECOGNIZED RADIOLOGIST AND NUCLEAR MEDICINE EXPERT GARY A. ULANER, M.D., PH.D.



Hoag Family Cancer Institute is on the forefront of cancer innovation with the launch of a Molecular Imaging & Therapy Program. This program is the first in Orange County and is pioneering the use of specially designed molecules to most sensitively detect and treat cancer at the cellular level, well before current standard imaging methods can find it.

These groundbreaking clinical trials for breast cancer, prostate cancer and myeloma are some of the first in Southern California and even the United States.

This program is made possible thanks to generous philanthropic support.



Learn more about Hoag's Molecular Imaging & Therapy Program at www.hoag.org/mit or call 949-7-CANCER.

City of Hope Delivers Close-To-Home Breakthroughs to OC Cancer Patients



“Powerful science and compassionate care made City of Hope **my clear choice** for cancer treatment.”

– Grateful patient, *Chuck Gustafson*

Chuck Gustafson is a goal setter. The North Tustin resident has climbed Mt. Whitney twice and competed in 100-mile century bike rides. He still rides every day. Now, the self-described “family guy” is counting on City of Hope Newport Beach to help him achieve a new goal: being there to see his three grown children have kids of their own.

Chuck was diagnosed with lymphoma in late 2019, after a routine colonoscopy revealed a suspicious tumor. He soon realized he needed a specialist in his type of cancer.

“I was looking for the expertise of a cancer center, like City of Hope, that has an unmatched reputation for highly-specialized cancer care and pioneering scientific research,” Chuck says. “And I also wanted to feel like I was part of the discussion when I’d go for treatment, that the doctors would listen to what I was experiencing and use that information to help me. City of Hope gives me the confidence that comes from knowing I have a renowned cancer institution by my side that I and my family can trust to get me where I want to be.”

In January 2020, Chuck met with Tanya Siddiqi, M.D., a leading expert in lymphoma and other blood cancers at City of Hope Newport Beach, who developed a blueprint for his treatment.

“We personalize every patient’s therapy to integrate their goals, their health status, and our breakthroughs in cancer research and treatment,” Siddiqi says. “It is one of City of Hope’s guiding principles that we treat the whole person.”

Chuck had promising results from a first round of immunotherapy that summer and is preparing to embark on a second round of therapy. He appreciates that City of Hope Newport Beach brings world-class cancer care close to home.

“It is so convenient to get to Newport Beach,” Chuck says. “I appreciate being in my community and not having to travel far for treatment. To have a great physician and a convenient place for state-of-the-art cancer care...that was the clincher for me.”

Discover world-class cancer care at City of Hope Newport Beach. Make an appointment. **(949) 763-2204.**



Tanya Siddiqi, M.D.



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KEEP SAFE IN THE SUN THIS SUMMER

As temperatures rise, so does the need for hydration and sun protection. **Use a sunscreen with an SPF of 30+ and reapply every two hours. Drink plenty of water and avoid sugary, caffeinated, and alcoholic drinks.** Practicing sun safety while enjoying the outdoors is key to healthy living.



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McCarthy Building Companies Navigates Cost Escalation Amid Construction Industry Rebound

The current construction market is on a strong road to recovery as the world begins to return to normalcy. While the industry is optimistic that the resurgence of re-started projects will offer construction companies a bounce back from the pandemic, the rising cost of many materials and increased sourcing headaches have general contractors reimagining their construction strategies.

While there have been escalating markets due to demand before, the current landscape is based on a combination of high demand and low supply. As a result of the complete shutdown of manufacturing facilities during COVID-19, the industry is navigating the challenges in the global supply chain driving material prices higher and extending delivery times. After nearly a year of dormancy, the supply chain hasn't been able to achieve anywhere near its pre-COVID efficiency, leading to increased demand with lower supply and long lead times for product. The industry has an optimistic outlook, as factories will soon return to pre-pandemic production levels and catch-up to the demand, which in turn will reduce the escalated prices.

McCarthy Southern California is approaching this escalation matter on many fronts. Early in the design phase, McCarthy continued to develop budgets to determine if and where there are increasing costs. Not unsurprisingly, our project teams find many of these cost escalation factors to be primarily based on availability of product, with fabricators unable to receive a commitment from suppliers on schedule or cost. Taking a forward-thinking, solutions-driven approach, we've been able to alleviate this impact by purchasing product, and in some cases raw material, to lock in availability and cost. In some instances, factories are so behind that even a commitment today will not guarantee product when its needed during construction. In those situations, we investigate alternate materials and components that allow us to maintain our schedules. In certain cases, these alternate materials have no cost impact, but still provide the desired quality and function.

During construction, McCarthy resolves production delay issues by examining the supply chain to determine what exactly is delaying production. Unexpectedly, we've found that the completion of fabricated product is due to a small component in that

product. Often local suppliers are just too busy and production slots are delayed, but with McCarthy's strong buying power in Southern California and throughout the nation, we can find these products and purchase them from other suppliers at competitive prices. If production can't obtain something completed for some time, we're also looking at re-sequencing construction to allow the product to arrive at the jobsite later than planned, while not delaying the overall delivery of the building.

McCarthy's operations teams understand the sequencing of construction very well and are adept at finding solutions to adjust with minimal impact. "The key to everything we do is communication to our clients. Our teams are committed to transparency with open and honest dialogue to keep them informed during every phase of a project" Jim Madrid, Executive Vice President, McCarthy Building Companies Inc.


Jim Madrid

Recently appointed to Newport Beach Office Leader for McCarthy's Southern California region, Jim Madrid supervises all company services in Newport Beach and is responsible for establishing strong relationships with clients and partners in the greater Orange, Riverside and San Bernardino counties. Reporting to Regional President, Mike Myers, Madrid brings experience in operations and business development, including management for industrial, transportation, commercial, advanced technology, life sciences and energy projects, overseeing overall operations, preconstruction, and integrated design management. As a 37-year veteran of the construction industry, Madrid has made significant contributions to some of McCarthy's most successful projects in Southern California.




Building Up Our Communities...

Through transformational healthcare projects that advance our neighborhoods and community involvement that improves the lives of our neighbors.



McCarthy Building Companies, Inc.
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UCI Health Center for Advanced Care, Rendering courtesy of Ryan Davis with SmithGroup

Life, how you inspire us.



[Providence.org/Life](https://www.providence.org/Life)

**You are the reason we'll always
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We understand you and your ups and
downs. That's why we're dedicated to
being there when you need us most,
pushing the boundaries of medicine
while never losing sight of the role
compassion plays in the way we
deliver world-class health care.



Orange County

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Hospitals, Medical Groups and
Affiliated Physicians**



Claremont Graduate University

For CGU's González-Morales, 'Nano Transitions' Are the Quarantine's Silver Lining

COVID-19 has turned unfamiliar terms like “pandemic” and “social distancing” into household ones. M. Gloria González-Morales at Claremont Graduate University (CGU) wants to add one more to that list: “nano transitions.”

What are these?

If you've been working from home since the pandemic began, the chances are good that you've experienced a nano transition whenever you've been pulled away from your computer to get the mail, change the laundry, feed your kids, or let the dog out.

González-Morales and her team of student researchers at CGU use this term in their study of the barrier separating work from the rest of one's life, which has become increasingly fluid and porous during the long months of quarantine. The term they've coined, says González-Morales, who is an associate professor of psychology in the university's Division of Behavioral and Organizational Science, refers to tasks “that would have been seen as counterproductive before the pandemic” or discouraged by one's supervisor in the past.

Some might say nano transitions are just a diplomatic way to refer to all those annoying interruptions that take place during one's workday, but that's not right. González-Morales cautions against thinking of these experiences in that way. In



González-Morales

fact, she and her students have shown how nano transitions are connected to much larger transitions in people's lives, like retirement or changing jobs, and an area of psychological study known as “boundary theory.”

Taking a minute to go online and buy groceries or to post an update on Facebook, or chase a toddler around the house can be examples of “nano transitions.” González-Morales's team says the interruption must be autonomous, intentional, and regulated, also known by the acronym AIR. They must give our brains some much-needed relief. These small shifts of attention are essential to staying productive and avoiding burnout.

Quarantine has created an intense focus on how we organize our time and tasks at home and provides scholars like González-Morales with unexpected opportunities to explore the nature of the work-life balance. Her work with her student researchers is also typical of the CGU academic experience, which focuses on giving graduate students opportunities to apply their learning to the real world rather than have them wait until after graduation.

Tiny shifts in our attention throughout the day, their work shows us, aren't a reason to feel irritated or guilty. On the contrary, such nano transitions are essential to staying productive, avoiding burnout, and affirming our self-worth. They teach us we're capable of balancing our workflows with the rest of our lives, she says, “and not because of who's watching us or whether one's coworkers are there.”

That's a valuable lesson González-Morales and her students hope will help people in their post-pandemic lives.

Ignite: *hope*

APRIL MORENO
PhD, Health Promotion
Sciences/Information
Systems and Technology, '17

Staying the Course. Discovering a Purpose.

An autoimmune disorder nearly ended April Moreno's pursuit of a doctorate. But she persevered, completing her program and answering a call to help others struggling with chronic illness. As founder of the Autoimmune Community Institute and host of the podcast *The Sisterhood of Limitless Living*, April creates a powerful network that offers answers and a sense of community. She turned a grim diagnosis into hope for herself and others.



Ignite Hope: Explore CGU.

To read more about Abdullah and other CGU success stories, go to cgu.edu/ignite



Claremont Graduate University

#carrytheflame