

HEALTHCARE ROUNDTABLE

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



Barry Arbuckle, Ph.D.
President & CEO
MemorialCare



Sunny Bhatia, MD, MMM, FACC, FSCAI
CEO, Region I and Chief Medical Officer
Prime Healthcare



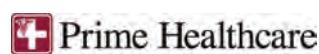
Robert T. Braithwaite
President and CEO
Hoag



Mark E. Costa
Senior Vice President
Kaiser Permanente



Kimberly Chavalas Cripe
President and Chief Executive Officer
CHOC



Jeff Goad, PharmD, MPH.
Professor and Chair, Department
of Pharmacy Practice
Chapman University School of Pharmacy



John Kao
Chief Executive Officer
Alignment Healthcare



Chad T. Lefteris
CEO
UCI Health



Kevin P. Manemann
Chief Executive
Providence Southern California



Jennifer Mitzner, MPA, CPA
Chief Executive Officer
Hoag Orthopedic Institute



Marshall Moncrief
CEO
Be Well OC



Gene Rapisardi
Market President,
Southern California and Nevada
Cigna



Catherine Sinardi, Ed.D, MFT
Director of Healthcare Programs,
Associate Professor
Concordia University Irvine
School of Health & Human Sciences



Stephen E. Thorne, IV
Founder and CEO
Pacific Dental Services



Annette M. Walker
President
City of Hope Orange County



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Alignment Healthcare

Alignment Healthcare is a consumer-centric platform delivering customized health care in the United States to seniors and those who need it most, the chronically ill and frail, through its Medicare Advantage plans. Alignment Healthcare provides partners and patients with customized care and service where they need it and when they need it, including clinical coordination, risk management and technology facilitation. Alignment Healthcare offers health plan options through Alignment Health Plan, and also partners with select health plans to help deliver better benefits at lower costs.

Be Well OC

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

Chapman University

Founded in 1861, Chapman University is a nationally-ranked private university with campuses in Orange and Irvine. Chapman is categorized by the Carnegie Classification as an R2 "high research activity" institution and offers personalized education to more than 9,000 undergraduate and graduate students. The university has produced a Rhodes Scholar, been named a top producer of Fulbright Scholars and hosts a chapter of Phi Beta Kappa, the nation's oldest and most prestigious honor society. Along with its historic campus in the City of Orange, Chapman also includes the Harry and Diane Rinker Health Science Campus in Irvine. In 2019, the university opened its 11th college, Fowler School of Engineering, in its newest facility, Keck Center for Science and Engineering. Learn more about Chapman University: www.chapman.edu.

CHOC

Illness or injury shouldn't put childhood on pause. That's why CHOC is committed to being a leading destination for children's health by providing exceptional and innovative care. Our growing healthcare system includes two state-of-the-art hospitals in Orange and Mission Viejo and a regional network of primary and specialty care centers serving children and families in four counties. CHOC offers several clinical programs of excellence providing the highest levels of care for the most serious pediatric illnesses and injuries, both physical and mental. Our research and innovation institutes are focused on translating real patient needs into real-world treatments so every child can live the healthiest and happiest life possible. To learn more, visit www.choc.org.

Cigna

Cigna is a global health services company dedicated to improving the health, well-being, and peace of mind of those we serve. With more than 180 million customer and patient relationships in more than 30 countries and jurisdictions, we are able to harness actionable insights that address whole-person health and drive better health outcomes. Our global workforce of more than 70,000 employees is dedicated to living our mission and being champions for our customers and communities. We call this the "Power of We." By working together in close partnership with our colleagues, customers, providers, clients, and communities, we are able to create personalized solutions and advance whole-person health.

City of Hope

City of Hope, a world-renowned cancer research and treatment center, speeds tomorrow's discoveries to the people who need them today. Expanding our pioneering work to Orange County, we are developing a comprehensive cancer campus of the future in Irvine and an Orange County network of advanced cancer care that will bring highly specialized cancer care, pioneering research and breakthroughs directly to the community. Construction is underway on the Lennar Foundation Cancer Center at City of Hope Orange County, which will open in 2022. Orange County's only hospital dedicated exclusively to treating and curing cancer will open in 2025. City of Hope Newport Beach, the first phase of the Orange County expansion, provides Orange County residents first-time local access to world-renowned physicians backed by the powerful City of Hope network.

For more information, please visit www.cityofhope/OC.

Concordia University Irvine – School of Health & Human Sciences

The School of Health & Human Sciences at Concordia University Irvine brings together health science and service programs for greater collaboration and interdisciplinary learning with a shared focus on serving our neighbors' health and welfare. The School comprises residential and online undergraduate degrees in Kinesiology and Healthcare Management; an Accelerated Bachelor of Science in Nursing; fully online and face-to-face graduate degrees in Healthcare Administration and Public Health; and a nationally-renowned M.A./M.S. in Coaching & Athletics Administration / Exercise Sciences. A Lutheran liberal arts university serving over 4,000 students annually, Concordia University Irvine prepares students to become wise, honorable, and cultivated citizens dedicated to their vocations and communities. To learn more, visit us at cui.edu/healthcare.

Hoag Memorial Hospital Presbyterian

Hoag is a nonprofit, regional health care delivery network in Orange County, California, that treats more than 30,000 inpatients and 480,000 outpatients annually. Hoag consists of two acute-care hospitals – Hoag Hospital Newport Beach and Hoag Hospital Irvine – in addition to nine health centers and 14 urgent care centers. Hoag has invested \$261 million in programs and services to support the underserved community within the past five years. Hoag is a designated Magnet® hospital by the American Nurses Credentialing Center (ANCC). Hoag offers a comprehensive blend of health care services that includes five institutes providing specialized services in the following areas: cancer, heart and vascular, neurosciences, women's health, and orthopedics through Hoag's affiliate, Hoag Orthopedic Institute. In the 2020 - 2021 U.S. News & World Report Best Hospitals Rankings, Hoag is the highest ranked hospital in Orange County and the only OC hospital ranked in the Top 10 in California.



Alignment Healthcare



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WE DON'T JUST PRACTICE MEDICINE.
WE CREATE IT.

STOP AT NOTHING

TO REDEFINE WHAT'S POSSIBLE.

Our groundbreaking innovation and lifesaving research, backed by the University of California, are shaping the future of healthcare.

ucihealth.org/stopatnothing



Comprehensive
Cancer Center

A Cancer Center Designated by the
National Cancer Institute



UCI Health

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Hoag Orthopedic Institute

Hoag Orthopedic Institute (HOI) is located in Orange County, California, consisting of a specialty hospital located in Irvine and four ambulatory surgery centers in Newport Beach, Mission Viejo, Orange and in Marina del Rey. HOI specializes in treatments of knee, hip and spine disorders, sports medicine, orthopedic trauma, and extremities care. HOI opened in 2010 through a unique partnership between Hoag Memorial Hospital Presbyterian and a select group of Orange County based orthopedic physicians with many years of experience providing excellent care to orthopedic patients. Our mission is to be the premier musculoskeletal system of care in Orange County, sought for our superior outcomes and value. Hoag Orthopedic Institute is nationally ranked in the Top 2% and 50 best orthopedic hospitals of U.S. News & World Report's "2020-2021 Best Hospitals" list. Visit hoagorthopedicinstitute.com for more information.



Kaiser Permanente

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



Memorial Care

MemorialCare's 225 locations include top hospitals - Long Beach Medical Center, Miller Children's & Women's Hospital Long Beach, Orange Coast Medical Center and Saddleback Medical Center; MemorialCare Medical Group, Greater Newport Physicians, MemorialCare Research, MemorialCare Select Health Plan and numerous outpatient ambulatory surgery, medical imaging, urgent care, breast health, physical therapy, dialysis and primary care and specialty care centers. Accolades include Best Health System, Best Workplaces, Top Performing Medical Groups, Magnet Nursing Excellence for all MemorialCare hospitals, 10 Largest Children's Hospitals, Top 50 U.S. Hospitals, Top 50 Cardiovascular Hospitals, Best Orthopedic Hospitals, 100 Best Hospitals-Spine and Prostate Surgeries, Best of Orange County and Long Beach Hospitals and Medical Groups honors from seven regional newspapers, U.S. News & World Report Best Hospitals and "high performing" in 31 clinical categories, Newsweek Top 100 Hospitals, Best Maternity Hospitals, Best Hospitals in the World and more. Visit memorialcare.org.



Pacific Dental Services

Founded in 1994, Pacific Dental Services® (PDS) is one of the country's leading dental support organizations, providing supported autonomy that enables dentists to concentrate on clinical excellence and the highest levels of cost-effective comprehensive patient care. PDS originated the Private Practice+® model to enable dentists to focus on their passion: serving patients. PDS also pioneered the concept of Modern Dentistry so that dentists are equipped to combine advances in the latest technology with the best operational practices and procedures, highly skilled support staff and a commitment to ongoing training and education. PDS continues to grow, with more than 800 supported dental offices across the United States. PDS has been on the Inc. 5000 list of the fastest growing private companies in America 14 times. PDS supported dentists aim to be the provider of choice in all the markets they serve and to develop Patients for Life™.



Prime Healthcare

Prime Healthcare is an award-winning national hospital system with 46 hospitals and more than 300 outpatient locations providing nearly 40,000 jobs in 14 states. Fifteen of the hospitals are not-for-profit and members of the Prime Healthcare Foundation, a 501(c)3 public charity. Based in Ontario, California and one of the largest hospital systems in the country, Prime Healthcare and its hospitals have been recognized among the "100 Top Hospitals" in the nation 53 times and among the nation's top health systems several times according to IBM Watson Health. Prime Healthcare continues to grow and fulfill its mission of "saving hospitals, saving jobs and saving lives" and remains committed to delivering exceptional quality care and creating a legacy that will improve community healthcare. Visit www.primehealthcare.com.



Providence Southern California

Providence Southern California is a not-for-profit Catholic health network with 11 hospitals, approximately 90 clinics, TrinityCare Hospice and its TrinityKids Care pediatric hospice, Providence High School, home health care services, eight wellness centers and numerous physician groups in its Southern California Region. Together these ministries, including secular affiliates and some representing other faiths, generate \$7.5 billion in net revenue and have approximately 35,000 employees – called caregivers – and nearly 5,200 physicians on staff. Providence Southern California is part of Providence, a health system of 111,000 caregivers serving in 52 hospitals, 829 clinics and a comprehensive range of services across Alaska, California, Montana, New Mexico, Oregon, Texas and Washington. Providence strives to increase access to health care and bring quality, compassionate care to those we serve, with a focus on those most in need.



UCI Health

UCI Health comprises the clinical enterprises of the University of California, Irvine. As Orange County's only academic health system and tertiary/quaternary care center, UCI Health plays a unique role in serving the health and wellness needs of our community. Patients can access UCI Health at physician offices throughout Orange County and at its main campus, UCI Medical Center in Orange. U.S. News & World Report has listed the 418-bed acute care hospital among America's Best Hospitals for 20 consecutive years. UCI Medical Center features specialty ambulatory care clinics, Orange County's only National Cancer Institute-designated comprehensive cancer center, high-risk perinatal/neonatal program, combined Level I trauma center and Level II pediatric trauma center and is the primary teaching hospital for UCI School of Medicine. UCI Health serves a region of nearly 4 million people in Orange County, western Riverside County and southeast Los Angeles County.



Three in five Americans aren't resilient.

Let's change that.



2020 was an incredibly hard year, and 2021 brings new challenges. To help your employees overcome and adapt, check out our groundbreaking resilience research and simple framework to G.R.O.W.

Explore the findings

at CignaResilience.com.

Or reach out directly to
SoCalSolutions@Cigna.com.



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Patient-centered, virtual care accelerated as essential for patients needing access to safe, convenient healthcare during the pandemic. Remote, seamless, best-in-class virtual healthcare complementing in-person care is here to stay.

Barry Arbuckle
President & CEO
MemorialCare

The COVID-19 pandemic has sparked new ways of thinking and approaching long-standing problems. How has the pandemic accelerated some of your initiatives?

Kimberly Chavalas Cripe, CHOC:

Our response to the pandemic has highlighted our culture of innovation and collaboration. United by common, clear goals and - quite frankly - necessity, we accomplished a lot: we established daycare, featuring robust programming, within 72 hours; we launched a 24/7 nurse helpline in two days; we quickly enabled a remote workforce, for which we provided ergonomic support and technology assistance; we implemented new safety measures, including an online screening tool and a vaccine dashboard; we delivered medications to medically fragile patients; we created outdoor evaluation centers to accelerate COVID testing; we provided an on-site market to make grocery shopping stress-free; and we enhanced spiritual care programs that support mental and emotional well-being. These are just a few examples. We did all of this while still advancing care and research because our children's health and the hope for their futures require us to push the boundaries of what is possible.

Catherine Sinardi, Concordia University Irvine – School of Health & Human Sciences:

Securing a wide variety of internships, capstone projects, and clinical sites has long been a focus for the healthcare programs at Concordia University Irvine. The pandemic restricted access to hospitals and other healthcare settings, and a limited number of students secured remote internships. Reimagining fieldwork afforded greater flexibility to explore new and different avenues for students to gain valuable experience. Our nursing students continued their educational hours through virtual simulation and virtual patient care. We discovered a myriad of remote options for professional development activities, including hosting virtual workshops for our students with industry experts from all over the country. A shifted focus to addressing community health needs during this crisis led to invaluable real-world experiences for our students. Examples include conducting contract tracing, participating in community health education, and helping with COVID-19 testing, vaccine distribution, operations, and administrative tasks at our university's Wellness Center and large-scale vaccination sites.

Stephen E. Thorne, IV, Pacific Dental Services:

The COVID-19 pandemic has spotlighted the importance of the connection between oral health and overall health, accelerating our initiative of pushing for the integration of dental and medical services to better support the whole-body health of patients. Studies have shown a link between poor oral hygiene and an increased risk of COVID-19 complications, as well as a relationship between certain comorbidities and COVID-19, in particular, periodontal disease and cardiovascular disease. For this reason, healthcare professionals promoting the practice of proper oral hygiene as a way of maintaining optimal whole-body health has never been more important. At PDS, we have historically led the charge in calling for medical and dental professionals to better collaborate to ensure better systemic health outcomes for patients.

Jeff Goad, PharmD., MPH., Chapman University School of Pharmacy:

Pre-pandemic, medical clinics had just started testing the use of remote audio-video connections to allow their medical specialists and pharmacists to see patients virtually at different locations. These systems were often expensive and required the pa-

tient to come to their clinic and sit in a room to see their physician or pharmacist on a computer screen. With the availability of online platforms, pharmacists quickly converted their practices to virtual formats. Patients could remain home and still get their medication therapy management by their pharmacist. Some services, like immunizations, still need to be done in person, but we learned that many other patient visits could effectively be done virtually, which will likely continue long after this pandemic ends.

Marshall Moncrief, Be Well OC:

When the Be Well OC movement began several years ago, it was our mission to create optimal health and wellness for all OC residents by truly transforming the system of mental healthcare. It was an audacious goal. Depression, anxiety and suicide were already epidemics, and the pandemic has added fuel to the already existing fire. The work we were undertaking - already desperately needed - was even more urgent than ever before. With more than 40% of U.S adults are struggling with mental health or substance abuse as a result of the pandemic, it was imperative to bring services online that could provide care to those in need to not only improve the community's well-being, but also help alleviate pressures on community resources (e.g., EDs, jails).

We opened the first Be Well Campus, which provides best-in-class mental health and substance use treatment services to OC residents, in January. Building and opening a healthcare facility that will transform the way that mental health care is provided in Orange County is a significant undertaking at any time. Doing so in the middle of the pandemic added a unique layer of complexity, but the pandemic was a blessing in disguise because it helped to accelerate the coalition building process and encouraged us to work even more collaboratively.

Barry Arbuckle, MemorialCare:

Patient-centered, virtual care accelerated as essential for patients needing access to safe, convenient healthcare during the pandemic. Remote, seamless, best-in-class virtual healthcare complementing in-person care is here to stay. In the past year, MemorialCare NOW digital technologies—offering quality care when, where and how you want it—resulted in 225,000 primary, specialty, urgent care and behavioral health video visits. Here are some examples: E-visits allow patients with less urgent needs to submit healthcare questionnaires. MemorialCare physicians provide diagnoses within one business hour. A virtual triage bot using artificial intelligence checks symptoms and guides consumers to appropriate levels of care. E-consult capability allows primary care physicians to send patient histories electronically to specialists for consults, reducing office visits and increasing timely access. Babyscripts allows OB-GYNs to remotely monitor expectant mothers between in-person appointments. Its app educates, engages and inspires expecting mothers. SilverCloud's online educational and therapeutic program helps manage anxiety, depression, stress, and trouble sleeping. SpotRX Pharmacy delivers medications to your door. Expect more virtual video, audio and online advances in the future.

Robert T. Braithwaite, Hoag:

The pandemic forcefully underscored the critical importance of research and clinical trials that contribute to the development of new and effective treatments for existing and emerging diseases. Even before successfully treating California's first known COVID-19 patient back in January 2020, Hoag was conducting more than 150 clinical trials annually that are helping to determine the safety

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JEN'S STORY

“I'D NEVER HEARD OF ROBOTIC-ASSISTED SURGERY. BUT MY HOAG DOCTORS HAVE PERFORMED IT MORE THAN 15,000 TIMES.”



Hoag Family
Cancer Institute

hoag.org/conquer

Orange County's leader
in the fight against cancer.

In her sixteenth week of pregnancy, Jennifer's gynecologic oncologists at Hoag performed precise, robotic-assisted surgery to remove a cancerous tumor on her ovary. Hoag has the largest GYN cancer program in Orange County, and is the number-one robotic-assisted surgery program in the western United States. **That rare combination saved two lives – Jennifer, and her son.**

HEALTHCARE ROUNDTABLE



The challenge for Hoag – and the entire health care industry – is making sure that whatever new technologies we adopt not only make our jobs more efficient but are designed to ensure better long-term outcomes and quality of life for our patients.

Robert T. Braithwaite
President and CEO
Hoag

and efficacy of new drug regimens, therapies, medical devices, and clinical and surgical methods. Early in the pandemic, Hoag quickly became part of the national effort to develop effective treatments for the novel coronavirus. Over the past year, Hoag has conducted more than 20 COVID-19 clinical trials to expand patient access to cutting-edge therapies and innovative treatment options. Some of these trials markedly improved outcomes, including decreased mortality and decreased length of stay for hospitalized COVID-19 patients. In October, Hoag became the first in the nation to offer a phase 1 trial for a novel COVID-19 vaccine candidate being developed here in Southern California.

What new techniques and strategies are you using to address employees' mental health?

Sunny Bhatia, Prime Healthcare:

Everyone has been affected differently by the pandemic—whether as a frontline worker or those adjusting to a new work-life situation. A new survey by the Kaiser Family Foundation reported that 45 percent of Americans felt that the COVID-19 crisis is harming their mental health, while 19 percent felt that it is having a “major impact.” Our employees look to us for resources to help them cope. In addition to the Employee Assistance Program, Prime launched a “You’re Not Alone” series focused on self-care, mindfulness and compassion fatigue. The foundation of the series stems from the fact that we cannot take care of others unless we’re also taking care of ourselves. Prime Healthcare also offers a weekly mental health and wellness support group. The “In Prime Health” app provides helpful wellness resources such as podcasts on mindfulness and self-compassion featuring Dr. Sarabjit Singh, Corporate Medical Director of Psychiatric Services and Programs, along with a multitude of wellness and mental health resources that can help us through challenging times.

What are the top three challenges faced by the health care industry today?

John Kao, Alignment Healthcare:

A significant challenge, accelerated by COVID-19, is **health equity** in access to health care services, as well as in the availability of resources to meet daily needs such as food and transportation. At Alignment, we provide benefits that address these social determinants of health—such as grocery allowances, non-emergency transportation, and companion care—in addition to traditional health plan benefits so that our members’ quality of life is not compromised, which in return helps them stay healthy.

Secondly, the pandemic led to a dramatic rise in **mental health issues**. The industry needs to prioritize these issues, which, if left untreated, amplify over time, leading to other health problems.

Lastly, lack of **care coordination** continues to be a critical issue—especially as the industry defines the post-pandemic normal. The overwhelming and accelerated move toward virtual care during COVID-19 will further intensify gaps in patient care coordination.

Robert T. Braithwaite, Hoag:

1. Across the nation there is a significant ongoing shift in how and where people access medical care. Locally, in response to a reduction in hospital-based care and lower emergency department visits, Hoag is continuing to increase access to telehealth and outpatient offerings by bringing health centers and urgent cares into the community to serve individuals and families where they work and live.
2. The patients and families we serve lead ex-

tremely busy lives. One of Hoag’s greatest challenges – and, I believe, opportunities – is developing and delivering health care and wellness services that are tailored to a wide array of lifestyles, including innovative offerings like Hoag for Her and the Healthy Lifestyles Program. Providing world-class, quality care is our number one priority, as reflected by being the highest ranked hospital in Orange County by *U.S. News & World Report*. But providing it in a way that accommodates people’s daily lives and needs is also paramount.

3. Technology continues to revolutionize the health care industry, from the way clinical trials are conducted to lifesaving surgeries aided by robotic advancements. The challenge for Hoag – and the entire health care industry – is making sure that whatever new technologies we adopt not only make our jobs more efficient but are designed to ensure better long-term outcomes and quality of life for our patients. In other words, technology for technology’s sake won’t cut it. Technology’s litmus test must be its proven ability to enhance patient care.

What areas of care are going to be critical this year?

John Kao, Alignment Healthcare:

The need for virtual health care has exploded in the past year and it will see no signs of slowing down this year—especially as payers and providers begin to offer more seamless virtual experiences for patients and practitioners. Because of COVID-19 safety concerns, more patients are now interested in virtual services and have already begun to appreciate the convenience and flexibility that virtual care provides. Another critical area of care is mental health. Loneliness, depression, and anxiety are only a few of the “side effects” of the pandemic, as the full impact of COVID-19—from loss of life and job insecurity to social isolation and civil unrest—has yet to be determined.

Jeff Goad, PharmD., MPH., Chapman University School of Pharmacy:

Preventative healthcare, such as immunizations and disease screenings, have hit historic lows during the pandemic. Virtual visits and mail-order medications helped keep people safe during the pandemic, but you can’t get your shingles vaccination or lab work done at home. Diabetes and hypertension didn’t disappear, they just aren’t being screened for as often as pre-pandemic. We are likely to see people later in disease progression rather than earlier when preventable. Ignorance is not bliss. While there wasn’t much influenza around this season, shingles was not affected by people staying away from other people. If we cannot restart our routine adult and pediatric immunizations, we’re likely to see a resurgence of diseases such as measles and mumps.

Barry Arbuckle, MemorialCare: MemorialCare—renowned for cancer and heart disease treatment—is advancing these efforts even more.

MemorialCare Heart & Vascular Institute’s globally recognized specialists perform thousands of complex, less invasive heart procedures available at few hospitals. Through the years our innovators helped revolutionize stress tests, vascular surgery, pacemakers, angioplasty, minimally invasive transcatheter aortic valve replacement (TAVR) and more. Today, aortic and mitral valve heart surgery with two-to-three-inch chest incisions, instead of traditional open-heart surgery six-to-eight-inch breastbone incisions, promote faster recoveries and greater comfort. MemorialCare Cancer Institute’s globally ranked specialists participate in research

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Marc Sakwa, M.D.

Chief of Cardiovascular Surgery

MemorialCare Heart & Vascular Institute



We're here for a heart-to-heart.

If you need the most innovative cardiovascular care possible, don't wait. Act.

It's time to ask yourself the real questions about your heart and vascular health. What's holding you back? Don't wait. When you need answers, we're here at the MemorialCare Heart & Vascular Institute. Our elite team of physician specialists and renowned surgeons specialize in minimally invasive cardiac treatment options – pioneering thousands of procedures to date. We take every precaution to keep you safe. So, there's only one question left to ask:

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Find a specialist.

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MemorialCareTM
Heart & Vascular Institute

HEALTHCARE ROUNDTABLE



Cigna collaborates with providers to ensure we're all focused on the same goal – getting people connected to the right care that delivers the best quality at the best price, which is the very definition of value.

Gene Rapisardi
Market President, Southern California and Nevada
Cigna



The postponement of health care services may be one of the deepest and longest-lasting effects of the COVID pandemic.

Chad T. Lefteris
CEO
UCI Health

and breakthroughs for many types of cancer. MemorialCare Breast Centers—our region's largest breast cancer network—provides the most sophisticated screening and diagnostic technologies. In radiation oncology, we've educated colleagues worldwide in specialty procedures and offer the region's most highly advanced treatment technologies. These precisely target tumors with sub-millimeter accuracy, minimizing exposure to healthy tissue and reducing treatment time. The region's only health system with adult and children's hospitals, we ensure patients a lifetime of seamless, coordinated care.

Annette Walker, City of Hope:

Orange County must focus on the serious illnesses that have been with us too long. Cancer, for example, continues to be a pressing issue – 1 in 3 Americans will be diagnosed with cancer in their lifetime and the disease also affects family and friends. Cancer care is a complex and rapidly evolving field. Yet, despite remarkable advances in cancer science creating more effective treatments and cures, too many cancer patients do not have access to highly specialized care and lifesaving research. That's one of the gaps City of Hope is solving for with our future cancer campus in Irvine and the Orange County network of cancer care we are building. We want everyone in the community to benefit from the expertise of our physicians and researchers who are singularly focused on finding better treatments and cures.

As we continue to evolve from the traditional fee for service to value-based care, how do we ensure we maintain quality and accessibility?

Kevin P. Manemann, Providence Southern California:

Providence is focused on keeping our community healthy by providing comprehensive, coordinated and highly-effective team-based care in the primary care setting. This patient-centric model meets the important health and wellness needs of our patients. When specialized care is needed, we provide high-quality, evidence-based medicine at every access point in our network. Our focus on quality continues with our Clinical Institute model, which enables our providers to discuss new studies and technologies, their potential benefits to patients and best-practice implementation. The institute model also ensures a streamlined referral process that provides patients with easy access to an impressive list of specialists across our network. Under this care model, if a patient requires a highly specialized procedure, a specialist within the network comes to the patient. This means the patient has access to high-quality care close to home. The Clinical Institute model also reduces clinical variation, which translates into high-value, high-quality care.

Gene Rapisardi, Cigna:

It comes down to two words: collaboration and accountability; which is why Cigna named our early value-based care program with physician groups Collaborative Accountable Care. Cigna collaborates with providers to ensure we're all focused on the same goal – getting people connected to the right care that delivers the best quality at the best price, which is the very definition of value. It's a matter of Cigna sharing useful information that the provider might not have about their patients (such as ER visits, hospitalizations, prescription fills) and providing access to resources that can serve as extensions of the practice (health coaching, chronic condition management), while compensating providers for

delivering evidence-based care that improves outcomes. And it's a matter of providers being accountable for how they practice medicine.

Jennifer Mitzner, Hoag Orthopedic Institute:

The community deserves more value out of their health care expenditures. HOI was founded by our entrepreneurial orthopedic physicians to be a pioneer (and a Harvard Business School's case study) of a value-based model of care, meaning we copiously measure our quality and cost of care, to ensure the best outcomes at a reasonable cost. HOI continually evaluates established processes, protocols and practices to ensure value is added. As an orthopedic specialty hospital, HOI is able to focus on reducing variation and achieving a high level of standardization in clinical practice, leading to excellent outcomes. Research and evidence-based practice is standard at HOI. Importantly, there is a high level of peer accountability among the surgeons to ensure that practices and protocols are adhered to. Operationally, we have a lean, flat organization and all stakeholders are incentivized to effectively manage costs while ensuring the highest quality care and patient outcomes.

Many patients have postponed health care services due to fears of COVID. How does your organization plan to ensure patient safety as patients resume seeking medical services?

Chad T. Lefteris, UCI Health:

The postponement of health care services may be one of the deepest and longest-lasting effects of the COVID pandemic. UCI Health has encouraged its patients and the community at large seek preventative and critical care and was a proud member of a coalition of Orange County hospitals that come together to promote this important message. While the early pandemic was marked by concern about patient safety in healthcare settings, UCI Health has consistently provided safe inpatient and outpatient care and even expanded access to lifesaving care such as launching the county's first ventricular access device and ECMO programs for patients suffering heart failure and or severe, life-threatening illnesses that damage proper heart or lung function. This month, we launched the county's first COVID Recovery Program to manage the long-term health effects seen in those who were hospitalized for COVID. It is estimated that up to 30% of people after their initial illness are suffering with prolonged COVID-19 symptoms and complications. These "long haulers" continue to experience complications for months after their infection and are best treated by an academic health system like UCI Health.

Kimberly Chavalas Cripe, CHOC:

Before COVID-19 spread to Southern California, CHOC convened a command center to ensure the best response against the virus. We immediately implemented new safety measures to protect our patients and their families, as well as our providers and staff. We launched a 24/7 nurse helpline, 1-844-Get-CHOC, and expanded our telehealth program to provide alternatives to in-office visits and ensure continuity of care. During the initial lockdown, we implemented a medication delivery service for our medically fragile patients. We continue to provide helpful tips and information to families. Our leaders are closely monitoring the hospital environment, our community, and the world to adapt our response as needed. Our commitment to patient safety is reflected in our culture and our strategic plan, with leaders' compensation tied to patient safety goals. We consider it a privilege to have fami-

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A large, warm-toned photograph of a woman and a young girl smiling. The woman, in the background, has dark hair and is wearing a white t-shirt. The young girl, in the foreground, has light brown hair tied back and is wearing a striped shirt. They appear to be outdoors in a park-like setting.

A GIFT OF HOPE

Thanks to a \$50 million gift from the Lennar Foundation, cancer patients in the Orange County community will be able to get groundbreaking treatment and world-class care locally. This transformative gift will help us conduct lifesaving cancer research and offer the latest therapies to patients in the area. It's a partnership that will help power innovation and offer hope to patients, families, friends and our entire community.

Learn more at CityofHope.org/Lennar



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We're proud to announce the
Lennar Foundation Cancer Center at
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Opening in 2022.

HEALTHCARE ROUNDTABLE



For most Americans, the impact of the COVID-19 pandemic has caused significant levels of stress, triggering new or worsening current mental health challenges.

Catherine Sinardi, Ed.D. MFT
*Director of Healthcare Programs,
Associate Professor*
**Concordia University Irvine –
School of Health & Human Sciences**



Most people wouldn't think twice about seeking treatment for hypertension or diabetes and we must view mental health in the same way.

Marshall Moncrief
CEO
Be Well OC

lies entrust us with the care of their children; that's a responsibility we don't take lightly.

Stephen E. Thorne, IV, Pacific Dental Services: Healthcare experts have cautioned that the consequences of delaying needed care can be a great risk to overall health. Patient safety in dental practices has remained prioritized and consistent throughout the pandemic. Our supported practices are members of the Organization for Safety, Asepsis and Prevention (OSAP) and consistently follows its guidelines, as well as the Centers for Disease Control's Infection Control Guidelines for Dental Practices. To help build public confidence about the safety of dental practices throughout the pandemic, dental professionals across the country took part in a grassroots campaign, #DentalSAFETY. Using #DentalSAFETY in their social media posts, the campaign highlighted the essential role dental clinicians have played in the overall healthcare system and within their communities by keeping patients with emergency dental conditions out of the hospitals.

Sunny Bhatia, Prime Healthcare: Patient safety has always been a top priority for Prime Healthcare. In addition to new policies and protocols such as enhanced sanitation procedures, providing face masks and ensuring safe distances in waiting areas, we utilize our infection control expertise in accordance with guidelines from the Centers for Disease Control and Prevention (CDC) and Occupational Safety and Health Administration (OSHA). We have redesigned hospital units, lessening the risk for infection among staff and patients. We are also enforcing infection control protocols in hallways, waiting rooms, and entries into units, which are just as important as patient rooms. We have robust testing protocols in place to promptly diagnose all patients at risk for COVID and those presenting for elective procedures. Furthermore, Prime Healthcare has successfully vaccinated its employees and physicians and has implemented many large-scale community vaccination programs which will ultimately be the key driver to recovering from the COVID pandemic.

Annette Walker, City of Hope: In cancer care, the situation is serious because, as a nation, we saw steep declines in cancer screening throughout 2020. This is a cause of great concern for all of us because we know delays in screening can lead to "missed" cancers that might be more advanced when they are finally detected. Cancer didn't stop because of COVID-19 and it was vital that patients continued their care with teams who took rigorous precautions to safeguard against infection. Because of our expertise in caring for immunocompromised patients, City of Hope was one of the most prepared places in the country to help patients through the pandemic. We put in place strict safety protocols to keep our patients and staff safe and expanded our use of telemedicine; this commitment to safety will be in place long after the pandemic is over. Our patients can be assured that City of Hope is a safe place for world-class care.

Jennifer Mitzner, Hoag Orthopedic Institute: When the CDC recommended, and the State of California mandated, suspending elective surgical procedures due to COVID, HOI's team developed a plan to resume elective surgery in a safe and responsible manner. While continuing to care for urgent/emergent patients, HOI created a risk-based, phased approach to patient selection for elective surgery and shared it with the Orange County Health Agency who agreed our model was safe. As an orthopedic specialty hospital, we already had the best infection prevention protocols: HVAC systems

with HEPA filters and UV radiation, UV radiation in our water filtration system sterile processing, UV light "robot" for disinfecting rooms, strict operating room protocols, etc. We created strict employee and visitor screening procedures, and followed recommended use of PPE. We test all patients pre-operatively for COVID-19 and continue to operate under strict guidelines to ensure the health and safety of all involved while maintaining the same high-quality orthopedic care and outcomes.

In the past 20 years, we have seen a decrease in the stigma associated with mental health treatment. What do you think the next 5-10 years will bring in terms of changes in the perception of mental health stigma? How will the workforce be impacted by these changes?

Catherine Sinardi, Concordia University Irvine – School of Health & Human Sciences:

For most Americans, the impact of the COVID-19 pandemic has caused significant levels of stress, triggering new or worsening current mental health challenges. Factors including social distancing restrictions, changes in family dynamics, job loss, financial insecurity, safety concerns, confusing health messages, illness, and death of loved ones, have led many to experience feelings of grief, loss, isolation, uncertainty, loneliness, anger, fear, and psychological distress. Reports of suicidal ideation, self-harming behaviors, domestic violence, and substance abuse have risen during the pandemic, along with documented increases in symptoms of anxiety and depressive disorders. These shared experiences with mental health struggles will continue to bolster awareness and help reduce the stigma. Healthcare professionals are experiencing burnout at alarming rates, contributing to workforce shortages and adverse physical and mental health outcomes. Employers must make the mental health of their employees a priority by creating better resources for support, nurturing self-care, and implementing changes that promote well-being and reduce workplace stress.

Marshall Moncrief, Be Well OC:

While progress has been made, there is still much work to do. In the next 5-10 years, it is my hope that we will have made significant progress against the stigma associated with mental health treatment. We need to get to a point where mental health is looked at the same way that you view physical health. Most people wouldn't think twice about seeking treatment for hypertension or diabetes and we must view mental health in the same way. While the social impact of this change of perception will be large, it will also have a significant economic impact. Each year, it is estimated that nearly \$1 trillion in productivity is lost per year due to depression and anxiety. Employers have the opportunity to play a major role in reducing stigma, normalizing conversations on mental health and providing their employees and their families, with educational resources and access to mental health services. One of the key areas of focus for the Be Well OC movement is the reduction of stigma, one of our six result areas that coalition and community members actively work on all throughout the year. 0

Kevin P. Manemann, Providence Southern California:

In 2016, Providence implemented a \$30 million mental health initiative in California to identify, address and treat mental illness, including depressive and psychotic disorders; addictive behavior; homelessness; and other root causes of mental illness. We also recognized the need to openly talk about

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HERE TO LEAD BOLDLY.

“We are dedicated to impacting lives by helping fill the need for medical professionals to serve changing populations.”

—Janeen Hill, Ph.D.—
Founding dean of Crean College of Health and Behavioral Sciences

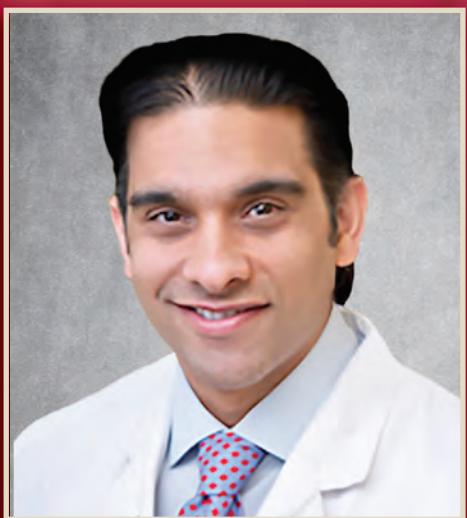
At Chapman’s Crean College of Health and Behavioral Sciences, we’re changing the future of health care with our nationally ranked professional programs, community clinics and opportunities for underrepresented students. Because change can’t wait.



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HEALTHCARE ROUNDTABLE



A large health system can provide robust support for its hospitals while “keeping health care local.”

Sunny Bhatia, MD, MMM, FACC, FSCAI
CEO
Prime Healthcare Region I

mental health and how physiological changes like cancer or hormonal imbalances can impact mental well-being. This led to specialized mental health services, such as post-partum depression screenings for new moms and group therapy for cancer patients.

This focus helped Providence recognize the signs and symptoms of stress, anxiety and depression in our own caregivers during COVID-19. We created a Telebehavioral Health Concierge, which provides virtual appointments for confidential, convenient mental health care when and where it is needed, and TeleSpiritual Health, which offers prayers for strength.

We must continue to talk openly about mental health, be vigilant for signs and symptoms and continually advocate for accessible resources.

Gene Rapisardi, Cigna:

Stigma continues to be a barrier to mental health treatment, which presents a continuing challenge for those of us who promote the concept of whole person health. Nevertheless, we may have reached a significant turning point. During the COVID-19 pandemic, people experienced more stress, anxiety, depression and other behavioral health issues, and became more open about discussing them. Mental health was no longer just for “other people;” it was something that resonated with nearly everyone as we coped collectively with fear of a deadly disease, disruption of our daily lives, job insecurity, financial pressures, social isolation, etc. At the same time, mental health care became more accessible through virtual visits, and people were willing to try it. This growing realization that we are all fragile, combined with easy access to virtual care, will lead to more people getting the mental health care they need. And that will result in a more resilient workforce in the long run.

Mark E. Costa, Kaiser Permanente:

Thankfully we have seen a reduction in the stigma of Mental Illness, yet more progress must be made. The Pandemic made more visible the challenges of mental health within both the workplace, as well as within our communities overall. As we move forward, we must address the fragmentation of our current mental health system. We must give greater focus to prevention and mental wellness and better connect those in need to available community resources that best address the challenge any individual is facing. Through both digital tools and resources, as well as through face to face support, all individuals will be better able to optimize their mental wellness, just as we now focus on our physical health through diet and exercise. Employers must give greater focus to the mental wellness of their workforce with the outcome of more engaged employees and improved productivity and attendance. Creating work environments and associated Human Relations policies that support mental wellness will become a greater priority. And finally, employers and their managers will enhance their abilities to identify staff who may be at risk for some aspect of mental illness leading to quicker and coordinated referrals to needed mental health care. We know that our mental health is as equally as important as our physical health in relation to our overall quality of life, including that part spent within our place of employment.

What are the strengths of being part of a large health system?

Stephen E. Thorne, IV, Pacific Dental Services: Pacific Dental Services is one of the country's leading dental support organizations, providing supported autonomy that enables dentists to

concentrate on clinical excellence and the highest levels of cost-effective comprehensive patient care. The essence of our business model is simple – we enable clinicians to focus more on the patient and worry less about the business operations. This has never been more important than during the pandemic as we were able to focus on the many critical infrastructure items our supported dentists needed to serve their patients and their local communities in a time of need; such as securing PPE, setting up teledentistry within a week to allow patients critical access, and continuing with our deployment of a new electronic medical record system, Epic®, which further gives us the ability to advocate for dental-medical integration on behalf of better patient outcomes.

Sunny Bhatia, Prime Healthcare:

Prime Healthcare is one of the largest health systems in the United States, with 46 hospitals in 14 states. A large health system can provide robust support for its hospitals while “keeping health care local.” We can share expertise and best practices across our hospitals. This allows us to better implement processes that promote delivery of high-quality, affordable care while realizing our economies of scale. 2020 really redefined “normal” and shifted the ground beneath our feet. As a large health system, I am proud of the way we were able to address COVID-19 with regard to supplies, drugs, equipment, staffing, and more. Our hospitals supported one another, along with city, county and state health systems, in the care of our patients. We are overcoming this together, and we will be stronger for it.

Barry Arbuckle, MemorialCare:

As the largest health system headquartered in Orange County and the only one in the region to include teaching, community-based, and children's and women's hospitals, MemorialCare is uniquely positioned to address the needs of all ages and all families—offering a lifetime of seamless, continuous care within one health system. In addition to our top hospitals, MemorialCare's 225 community-based care locations encompass the region's most expansive network of outpatient surgery, imaging, urgent care, breast health, physical therapy, dialysis, primary care and specialty health centers. Our size, geographic coverage and diversity of services provide our community members with many convenient options for accessing the care they need close to where they live and work. Larger health systems like MemorialCare also have the opportunity to share resources between their entities. This was extremely valuable during the pandemic as the number of COVID-19 patients among our four hospitals fluctuated by the hour.

What challenges lie ahead for healthcare providers and systems? And what will the COVID-19 pandemic's impact be on patient care? How will virtual visits, which surged during the pandemic, affect the practice of medicine? What other trends do you foresee in the next five years?

Kimberly Chavalas Cripe, CHOC:

The COVID-19 pandemic led to a significant reduction in well child visits (including vital developmental assessments and immunizations) and acute care being sought by our most vulnerable children. As an industry, we were forced to adapt quickly to implement comprehensive telehealth programs. As of March 25, 2021, CHOC has performed over 109,000 telehealth visits in primary and specialty care, autism, speech and language, mental health, and care coordination.

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Action
Care
Understanding
Optimism
Support
Heart
Connection
Belonging

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Peace
Intention
Trust
Love
Family



Be Well
ORANGE COUNTY

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Orange County's world-class mental health system. Today.

Optimal mental health for all residents.

This is our promise.

Be Well OC is bringing together private, public, academic and faith-based partnerships to create a robust, best-in-class system of mental health care for all Orange County residents.

HEALTHCARE ROUNDTABLE



Employers should strongly encourage their employees to get vaccinated and provide as many incentives as possible.

Jeff Goad, PharmD., MPH.
Professor and Chair, Department of Pharmacy Practice Chapman University School of Pharmacy

Consumers and care providers have become comfortable with the ease and convenience associated with telehealth, and they will expect this mode of care to remain. What happens, however, post-pandemic? Many issues will need to be addressed at local, state, and federal levels via legislation and advocacy:

- Which types of visits are, and are not, appropriate for telehealth?
- How can employers, as purchasers of healthcare, advocate for continued telehealth support?
- What happens if/when payers decide not to cover telehealth?
- How do we measure quality telehealth care?
- How do we continue to innovate and expand the benefits of telehealth?

Jeff Goad, PharmD., MPH., Chapman University School of Pharmacy:

Early in the pandemic, elective procedures and routine visits were stopped while hospitals filled with patients. While the public may have interpreted that as a financial boon for hospitals, the health systems that own the hospitals rely on elective procedures and clinic visits for revenue. Ironically, while hospitals filled with patients, their budgets were strained to maintain or even grow their workforce. During future pandemics, health systems must implement facility safety protocols rapidly and switch to billing for virtual visits to allow continuity of care in a fiscally responsible manner. The switch to virtual visits will force health insurers to adequately compensate a range of online visits. Technology will need to advance quickly to allow seamless at-home monitoring of everything from blood pressure to asthma.

Should employers require their employees to be vaccinated before returning to the workplace?

Jeff Goad, PharmD., MPH., Chapman University School of Pharmacy:

In California, we require vaccinations for K-12 students, and adults in higher education. For students, this requirement may bar them from attending school. Employers of healthcare providers, such as hospitals, require influenza vaccination. Adults, unlike students, can sign an active declination of vaccination. So, it's more complicated to required a vaccination as a condition of employment. During the pandemic, many employers require COVID testing as a condition to return to the workplace. Using the same logic, employers could require vaccination for someone to be in person at the workplace. If, however, that creates a condition of employment, it gets complicated again. At a minimum, employers should strongly encourage their employees to get vaccinated and provide as many incentives as possible.

As we continue to face down the COVID pandemic and its effect on healthcare, what do you see as trends and major issues facing us in 2021?

Catherine Sinardi, Concordia University Irvine – School of Health & Human Sciences:

With the acceleration of digital technologies such as telehealth and the use of artificial intelligence, academic institutions will need to prepare healthcare students for a new workforce. Adapting coursework, funding research, and increasing experiential-based learning opportunities that focus on the science, use, development, implementation, and evaluation of digital health technologies is a priority. Future healthcare leaders will need to be skilled at leveraging digital solutions that address disparities, create more efficient workflow processes, enhance patient care, and drive better health outcomes for our com-

munities. The pandemic initiated unprecedented collaboration across sectors, communities, organizations, and industries. Competitors and unlikely allies joined forces to combat the COVID-19 crisis, resulting in rapid and extraordinary innovation. Collaborative learning approaches are now essential in healthcare education to cultivate the skills necessary to thrive in robust ecosystems that reduce health disparities, advance health equity, promote healthy communities, and transform the future of healthcare.

Sunny Bhatia, Prime Healthcare:

In addition to the unprecedented transition to telehealth and focusing on the safety and well-being of our staff and patients, ensuring health equity is top of mind. Evidence shows that Black, Latinx, Pacific Islanders, and indigenous and immigrant populations have endured disproportionate harm from COVID-19. This year, clearly addressing inequities is essential for meaningful and sustainable quality improvement in healthcare. The reasons for the disparities are complex, with healthcare access and underlying health conditions (e.g., hypertension, diabetes) acting as contributing factors. Prime Healthcare remains focused on serving all members of the community. Our mission of saving hospitals in rural, inner city, and underserved communities has never been more important. Moving forward, social determinants of health must be addressed and will likely require significant government support. We are unlikely to succeed in narrowing health inequities if we don't commit to additional funding and policy changes.

Robert T. Braithwaite, Hoag:

COVID-19 poses an obvious health risk to millions of Americans, but there's a subtler risk, as well – many people have delayed seeing their doctors for routine screenings and chronic disease management. Primary care physicians at Hoag reported a gradual return of their patients in recent months, but noticed that many of the screening results were more advanced – and harder to treat – than they would have been had people come in for their routine screenings.

It's imperative that we encourage patients not to put off these vital screenings any longer.

Mammograms, pelvic exams, prostate cancer screening and blood tests, colonoscopy, oral exams by a dentist for head and neck cancer, low dose CT scans for smokers at risk of lung cancer and skin cancer screenings with a dermatologist all are routine but can uncover life-threatening illness. All of them should all be scheduled regularly, to not only detect cancer, but catch it as early as possible, when treatment is most effective.

Marshall Moncrief, Be Well OC:

One thing has become clearer than ever during this past year—we crave connection as human beings. We are social creatures. Depression, anxiety, substance abuse, were all epidemics before COVID entered our lives. The isolation and stress of the pandemic—whether financial, health-related, perhaps the loss of a loved one, missed milestones, missed family time—has exacerbated those issues for people of all ages.

Leaders across Orange County, through the work of the Be Well OC movement, are rallying around unified systems change to meet the growing needs of the mental health crisis worsened by COVID-19.

The work of Be Well OC is more important than ever before since the mental health impacts of COVID-19 are projected to persist far beyond the physical health problems of the pandemic.

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Thank You, Health Care Workers

Kaiser Permanente's reputation for delivering great health care is based on trust with our members. We are thankful for a dedicated team of doctors, nurses, pharmacists and specialists, and their tireless efforts, all committed to the care and coverage members deserve.

HEALTHCARE ROUNDTABLE



To successfully roll out virtual care to everybody equitably, providers and payers will have to consider access to technology as a social determinant of health since it'll play a big role in a patient's health care journey.

John Kao
Chief Executive Officer
Alignment Healthcare

John Kao, Alignment Healthcare:

Virtual care offers many opportunities to make health care more accessible, unbound by geographical confines and leveraging technology through multiple channels. This year, Alignment launched a virtual-first health plan that helps members conveniently and safely access care anywhere by phone or video. Other payers and providers have begun offering some form of telehealth service, and there is a huge opportunity to enhance these offerings further to make virtual and in-person care more seamless for patients. On the flip side, there is a digital divide that the industry will have to address. To successfully roll out virtual care to everybody equitably, providers and payers will have to consider access to technology as a social determinant of health since it'll play a big role in a patient's health care journey.

Telehealth can extend access to those living in rural areas, seniors, low-income and high-risk individuals. Health systems need to be more strategic in how they develop their virtual/telehealth offerings. What is your organization doing in this area?

Kevin P. Manemann, Providence Southern California:

Providence has transformed care delivery through the use of digital innovation and technology by offering a safe and easy way for patients to speak with their primary or specialty health care provider via smart phone, tablet or computer. Between 20-30% of our office visits are virtual. When COVID-19 hit, Providence quickly transitioned to telehealth to provide continued care from the safety of patients' homes. Outside of the pandemic, telehealth continues to eliminate barriers to care such as transportation or the inability to take time off of work for a doctor's visit. And, for the same cost as a standard office visit co-pay, many patients enjoy the convenience telehealth provides.

Gene Rapisardi, Cigna:

Cigna was an early leader in telehealth, starting with coverage for "virtual house calls" in 2007. Since then we have developed, refined and expanded that early model. For many years we have offered telehealth coverage through large national players (like MDLIVE, which Cigna's Evernorth division is acquiring), as well as through independent providers. Cigna covers telehealth for both medical, behavioral and even dental care. In 2020, we added Talkspace to our behavioral provider network, which enables customers to use private messaging (text, voice, and video) to connect with licensed therapists. And in California we launched a 12-week app-based virtual care program focused on anxiety, depression and burnout with Meru Health. The COVID-19 pandemic was a turning point and customers are now embracing telehealth. Virtual services, for medical and behavioral combined, increased over 4,000% in 2020, compared to 2019, and 60% of Cigna's behavioral health customers are now using telehealth.

Sunny Bhatia, Prime Healthcare:

Prime Healthcare was an early adopter of telemedicine and has implemented various programs across the system to better serve the needs of communities, both near and far. We have successfully utilized telehealth in areas such as psychiatry, crisis stabilization units, neurology, and even intensive care units. We have been able to scale these programs to serve rural communities across California and the country while focusing on high-risk individuals, such as the elderly and low-income patients, who have challenges accessing high-quality health care. The breadth, depth and impact of these programs grew considerably in response to the COVID pandemic.

We needed to expand our telemedicine program to support ambulatory clinics, urgent care clinics, first responders, acute care hospitals and our employees through a novel telehealth platform. We believe there will be an ongoing role for telemedicine in the years to come and look forward to expanding our offerings to better support the delivery of high-quality healthcare.

John Kao, Alignment Healthcare:

Alignment offers its "Care Anywhere" program, which leverages AVA™, Alignment's proprietary data and technology platform, to provide a dedicated clinical team with the necessary insights to deliver timely, effective and coordinated care to those who need it most – shifting from almost all in-person visits prior to COVID-19 to almost all virtual visits in only a few weeks. Remote care has always been a core part of Alignment's care model so that our members can get the care they need, when and where they need it. We took that a step further this year by introducing the AVA™ HMO plan, a virtual-first plan that gives members a dedicated virtual primary care provider—accessible by phone or video on the AVA™ platform – as well as providers available in-person to see the patient at home or in the doctor's office as needed. For our members who don't have access to a smartphone or computer, we also provide access to tablets and data plans as well as old-fashioned personal outreach through our concierge teams to help them easily connect with their providers.

Mark E. Costa, Kaiser Permanente:

Kaiser Permanente is a strong proponent of telehealth and has implemented telehealth as an option to our members for numerous years now. Prior to the pandemic, approximately a third of our clinical appointments were conducted via telehealth. And due to the pandemic, we saw this surge to approximately 90 percent of all clinical appointments being conducted virtually. We anticipate the use of our interactive telehealth capabilities, will remain a popular and necessary tool for our members. We recognize that our members are individuals with busy lives and that they wish to receive care in the most convenient way for them and their families. As such, we are proud to offer our members various ways to maintain their health, be it through in-person visits, telehealth visits, mail order pharmacy, and 24-hour nurse hotlines.

Outpatient, community-based care that takes place outside the hospital is increasingly embraced by patients, employers and health plans due to advantages of convenience and cost savings. What is your experience in this arena and how has its growth advanced value-based care?

Barry Arbuckle, MemorialCare:

In addition to renowned hospitals, MemorialCare continues to expand our 225 community-based outpatient locations near where patients live and work. MemorialCare's high quality outpatient surgery, imaging, urgent care, physical therapy, dialysis, breast health, primary and specialty care centers offer substantial savings for employers, health plans and patients. For example, MemorialCare Breast Centers attract world-class specialists dedicated solely to breast cancer. Additionally, technological advances mean many surgical patients who spent days in a hospital now receive care in outpatient centers without overnight hospital stays. Unlike most health systems, our ambulatory centers aren't operating as hospital-based outpatient departments with higher prices. Instead, procedures can be a fraction of what they cost in hospitals with the same surgeons and advanced equipment. For an arthroscopic knee pro-

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PROTECTING ORANGE COUNTY CHILDREN AND FAMILIES



Before COVID-19 spread to Southern California a little more than a year ago, CHOC President and CEO Kimberly Chavalas Cripe convened a command center to ensure a well-coordinated response. Today, the COVID-19 vaccine provides hope for the future, but we must remain vigilant in our efforts to protect our community; this is especially critical for children who are not yet eligible to get vaccinated. CHOC continues to keep all our locations safe and to offer resources, including mental health support and a free, 24/7 helpline, 1-844-GET-CHOC. Visit choc.org to learn more.



HEALTHCARE ROUNDTABLE



Patients want convenient care, and Providence is committed to delivering high-quality, affordable care close to where people work and live. In fact, we are growing our network with the goal of being 15 minutes from 15 million people in the communities we serve.

Kevin P. Manemann
Chief Executive
Providence Southern California

cedure, for example, in one of our high quality, lower cost surgery centers, you can access the same surgeon and same equipment at a more convenient location. When this procedure is done in a hospital-based center, the price can be twice as high. For a brain MRI, the hospital-based imaging center can be 800% higher than in one of our 33 community-based imaging centers. The results: tremendous savings for patients with high deductibles and self-insured employers.

John Kao, Alignment Healthcare:

Alignment recognized early on the importance of customized, coordinated care delivery for our members. Four years ago, we launched our "Care Anywhere" program, an advanced clinician-driven model of care staffed by Alignment-employed physicians, advanced practice clinicians, case managers, social workers and behavioral health coaches to assure execution of cross-functional care plans. The program creates several benefits for our high-risk members: improved quality of life, high patient satisfaction, lower re-admission rates and reductions in unnecessary emergency room visits and inpatient care. Along with the positive impact it has on our most vulnerable members, it has also allowed us to establish a more direct relationship with seniors, building trust and engagement more broadly. These relationships enabled Alignment to effectively engage our members with critical education and resources.

Kevin P. Manemann, Providence Southern California:

Patients want convenient care, and Providence is committed to delivering high-quality, affordable care close to where people work and live. In fact, we are growing our network with the goal of being 15 minutes from 15 million people in the communities we serve.

We understand that many people can't take time off from work to focus on their health. This is when a urinary tract infection can progress to a painful kidney infection and an ER visit. Through our Express Care neighborhood clinics, urgent care centers, and virtually through telehealth, we can meet consumer health needs wherever, however and whenever it's convenient for them. And, for continuity of care, we provide referrals to primary care providers and specialists who seamlessly continue the patient's care journey.

Chad T. Lefteris, UCI Health:

UCI Health has long recognized the trend toward outpatient, community-based care. We continue to expand our commitment to meeting these needs with the opening last fall of the UCI Health – Newport Beach office, with a special commitment to integrative health, and the expansion of specialties at UCI Health – Yorba Linda and UCI Health—Yorba Linda Infusion Center. Balancing this is our continuing commitment as the region's largest tertiary-quaternary care provider to improving access to critical care at UCI Medical Center in Orange and the recently announced plans for UCI Medical Center – Irvine at the UCI campus. This commitment is complemented by plans to open more outpatient centers across Orange County.

Jennifer Mitzner, Hoag Orthopedic Institute:

Hoag Orthopedic Institute has been a leader in reducing the length of stay for our patients while maintaining an unrivaled patient experience since 2010. HOI's surgeons are pioneers in outpatient joint replacements, charting a course that is now expanding across the nation, as consumers seek quicker recovery, less pain, and reduced costs, while maintaining the utmost quality care. HOI was

founded in 2010 on a model that anticipated the shift to more outpatient care. A year ago, 15% of our hip and knee replacement patients were going home the same day. Today, this number has increased to 40% and the trend will continue to grow commensurately as more and more procedures evolve to outpatient care status. Our strategic plan calls for the building of more ambulatory surgery centers throughout Orange County and greater Southern California, which will increase access to outpatient orthopedic care in more communities.

Orange County employers are seeking high quality and value-based care for their employees. How does your organization engage with businesses and what have been the results of your efforts on patient care, cost and access?

Gene Rapisardi, Cigna:

Cigna's approach to high quality and value-based care involves a strong collaboration between employers, consultants and local healthcare providers. We work closely with delivery system alliance partners Providence St. Joseph Health and Hoag in Orange County. Together we developed the Select Network HMO plan for employers with 100+ employees. This unique plan includes reporting for transparency; analytics and intervention management to reduce overall health risks; closing gaps in care to improve outcomes; and educating employers about programs and services that can help improve health through employee engagement. Our approach has led to 24.7% lower pharmacy spending, 5.7% fewer hospital admissions, 6.5% higher cancer screenings, increased wellness visits, and total healthcare spend per customer per year that's nearly 20% lower for the Select HMO Plan compared to our full HMO plan.

Barry Arbuckle, MemorialCare:

MemorialCare's high-value healthcare offers rigorous quality, exceptional patient experience, enhanced care coordination and chronic disease management at a reduced cost—critical to today's economic challenges. Our diversified network of 225 care locations offers unique advantages with Southern California's largest number of value-based employer and health plan contracts—including being selected for the Blue Shield Trio network in Orange and Southern Los Angeles counties. We're assuming financial risk for defined populations, and ensuring quality, service and cost targets are met. With hospitals and outpatient care locations stretching over a wide area, we're uniquely positioned to provide consumers, employers and health plans quality, convenient care at a lower cost in the most appropriate settings. The MemorialCare Health Alliance customized direct-to-employer contract between MemorialCare and The Boeing Company, significantly reduces healthcare costs for employees enrolled in the plan and for Boeing. This success has led to additional similar partnerships with F&M Bank and Novartis. As healthcare's landscape continues to transform, MemorialCare will continue leading the way in revolutionizing value.

Mark E. Costa, Kaiser Permanente:

With our integrated medical record system, we can provide businesses with medical statistics specific to their members, reviewed by a KP physician, account manager and wellness consultant. This data includes the statistics on rates of chronic illness in their employees, the trends in frequency of their illnesses over time, utilization of our services, pharmacy utilization and screening rates. This allows businesses to predict medical costs over time and ascertain the results of any wellness programs con-

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Caring for the health of your future.



“One residency interviewer asked what I was most proud of, and I answered that it was Concordia University Irvine because it made me who I am: a go-getter.” —Miseker Abate ’13

Concordia University Irvine’s School of Health and Human Sciences is committed to preparing students who are dedicated to serving their neighbors’ health and welfare. We foster cross-disciplinary learning and equip students to become healthcare leaders and administrators prepared for the demands of an evolving industry.



CONCORDIA
UNIVERSITY IRVINE

SCHOOL OF HEALTH
AND HUMAN SCIENCES

HEALTHCARE ROUNDTABLE



Understanding the needs and challenges of our members has prompted innovation to provide our members' medical care in the medium that is most convenient to the member while maintaining our high standards of quality medical care.

Mark E. Costa
Senior Vice President
Kaiser Permanente



Orange County employers have a growing stake in the decisions they make on behalf of their employees' health care.

Jennifer Mitzner, MPA, CPA
Chief Executive Officer
Hoag Orthopedic Institute

ducted by companies. The data also provides a clear pathway of where resources can be used most efficiently within a company to improve the health of employees and their families, and what habits need to be adopted by our members to improve overall outcomes. The use of our expertise as medical consultants with thorough knowledge of our members, combined with the diverse integrated medical delivery model, has evolved into a business strategy for the companies that we serve which reduces their overall business costs and increases employee production.

Kaiser Permanente has also benefitted from this partnership. The physicians and account managers have a direct line of communication with our leadership, and we have used the feedback from our business partners to optimize our delivery of care. Understanding the needs and challenges of our members has prompted innovation to provide our members' medical care in the medium that is most convenient to the member while maintaining our high standards of quality medical care.

Jennifer Mitzner, Hoag Orthopedic Institute:
Orange County employers have a growing stake in the decisions they make on behalf of their employees' health care. Hoag Orthopedic Institute was an early innovator in the development and participation of commercial bundled payments, which provide businesses with one fixed cost for an episode of care, such as a knee or hip replacement, with a warranty pledge, which accommodates the business' desire to reduce health care costs while receiving the highest quality care. Patients with employer-based direct contracting programs come to HOI from all over the U.S., undergo surgery and recover here before returning home, all at a pre-fixed fee. Because of the high value provided under this program at HOI, our direct business agreements continue to grow.

We all underwent crisis mode in 2020, but none in our organizations were under more pressure than our frontline workers. Our industry is seeing many cases of PTSD and other crisis-related employee concerns. How do we help our people heal mentally, physically, and financially?

Kimberly Chavalas Cripe, CHOC:
As employers of choice, we need to support our staff in having the time and energy to restore their health. From a physical and mental standpoint, this includes things like normalizing breaks, discouraging work after hours, and encouraging paid time off. Additionally, consider spaces for meditation, guided imagery, and spiritual care, for example, to help employees rejuvenate. Approach workers through the lens of trauma-informed care to better understand the traumatic impact the pandemic has had on them, and to promote an environment of healing and recovery.

To address financial health, examine what fiscal losses employees and their family members have experienced. Even if jobs have been restored, it can take time to recover. Offer classes on managing finances, and provide on-site services, such as a pantry for groceries or physical fitness activities, that help workers save time and money, and contribute to their health and well-being.

Mark E. Costa, Kaiser Permanente:
Kaiser Permanente takes the total well-being of our employees and physicians very seriously. As an organization, we recognized early on that the pandemic-impacted all our employees and physicians, not just those on the frontlines. It impacted their total well-being as they continued their commitment

to our patients while facing the disruption of home and family life. As such, we implemented a new program, #oneOCstrong, focused on the overall well-being of our team members.

The program includes dedicated discussions to support the opportunity to process individual pandemic experiences to address the stress, sorrow, and grief that has impacted the total well-being of our providers and teams. For example, we have set up Respite Rooms where employees and physicians, can find support services, share their experiences, or simply to sit quietly in reflection. We implemented weekly Open Support Calls for individuals to share personal impact stories and gain much needed support. We also know the power of the term, "strength in numbers," and as such, we implemented facilitated conversations within individual departments, particularly at high risk, to discuss the pandemic and its effect on them or members of their families.

Kaiser Permanente knows that we must take care of our own, so that we in turn can give the best to those that need us.

Chad T. Lefteris, UCI Health:

UCI Health recognized even before the pandemic hit the US that supporting its frontline caregivers and co-workers would be a key to managing this unprecedented public health crisis. We created a food pantry and free childcare program to assist employees who were spending long hours at the hospital.

Caregivers from UCI Susan Samueli Integrative Health Institute provided regular programs designed to reduce mental and physical stress in individuals and care teams. As the demand for inpatient space grew at the height of the pandemic, so too did our commitment to creating places of rest for providers. Our longstanding relationship with the Schwartz Center for Compassionate Care, in which healthcare workers address the stress of their jobs, has focused on helping providers cope with their COVID-related experiences. In addition, the UCI Human resources teams have greatly offerings to support mental and physical health and wellness, as well as financial support opportunities. Our commitment to our co-workers remains our focus as we slowly transition out of the pandemic.

Orange County has long been noted for healthy living. Yet, despite this image, our incidence for diseases such as breast cancer exceeds the national average. Layer this with an aging population and we have another health care crisis ahead. How do we put more energy into wellness and disease prevention to ensure a healthier future?

Catherine Sinardi, Concordia University Irvine – School of Health & Human Sciences:

The COVID-19 crisis illustrates how crucial collaboration is in advancing innovation and improving the health of our communities. Stakeholders from multiple sectors, industries, disciplines, communities, and systems with differing viewpoints and expertise joined forces to solve unimaginable challenges, driving sustainable improvements in health. Communities united by assisting neighbors, creating resources to help essential workers, raising funds for those in need, and finding creative ways to connect with one another. However, the pandemic has also highlighted deep social disparities and health inequities. A concerted effort to address and better understand the social determinants of health in our community is vital to improve overall wellness and disease prevention. Comprehensive epidemiologi-

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HEALTHCARE ROUNDTABLE



No one is immune from a health care crisis, whether it's COVID-19 or any serious illness. We need to ensure there is equity in accessible health services for everyone in need.

Annette Walker
President
City of Hope Orange County

cal research examining the underlying causes of health disparities will lead to targeted interventions and improved health promotion strategies, providing pathways to optimal health for all. The current momentum of unwavering commitment and synergistic collaboration must continue to create innovative solutions that harness a culture of health and promote health equity in our community.

Kevin P. Manemann, Providence Southern California:

Providence's vision is health for a better world. To achieve this, we are acutely focused on prevention and wellness through community education, health screenings and proactive management of chronic disease to prevent future complications. Our integrated care teams ensure care plans address diet, exercise, lifestyle, mental and physical health goals. In addition, our Clinical Institutes conduct ongoing research that ensures our patients have access to leading-edge, best-practice medicine at every access point throughout our expanded network. Providence also extends care deep into our neighborhoods. In 2020, Providence provided \$164 million in total benefit to our local communities, including \$121 million in unpaid costs of Medicaid and \$20 million in free and discounted care for the uninsured. We work closely with our community partners to address the needs of the poor and vulnerable, including access to health and dental care, mental health and substance use services, housing and education.

Annette Walker, City of Hope:

We know that wellness and prevention are significant components to cancer care's new frontiers. At City of Hope, we believe the best way to treat cancer is to prevent it in the first place. It's vital to not only educate people about how to find the best care if they have cancer but to help them reduce their cancer risks – and that is an area of focus at our Newport Beach practice and at City of Hope. When we open our Irvine campus, you'll see us launch new programs for preventing cancer and treating it in its early stages, including highly targeted genomics and precision medicine breakthroughs. As a national health care leader, City of Hope has a responsibility to fulfill our promise of improving Orange County lives by applying our advanced capabilities and teams of experts to preventing and curing cancer.

If OC health care could do 2020 all over again, what should we have done differently? What lessons did we learn and are you hopeful for 2021 and beyond?

Annette Walker, City of Hope:

As leaders, we must take stock of the lessons of 2020. I can enumerate several of the most important takeaways. First, no one is immune from a health care crisis, whether it's COVID-19 or any serious illness. We need to ensure there is equity in accessible health services for everyone in need. We learned how we can come together as an industry and as individuals to solve problems and care for one another. I've never been prouder to serve in the health care industry. It goes without saying that we learned more deeply about the heroism of our frontline workers and the sacrifices they make to keep us all safe. We recognized the power of investing in medical research so that breakthroughs – like a vaccine developed in months, not years – are possible. And finally, we learned about the power of community. We saw that we must focus not on our differences but on our shared desire to defeat serious illness and live healthier lives. I'm very optimistic about the future. City of Hope was founded

on hope. We want to share this powerful sentiment sourced by lifesaving cancer treatments and scientific breakthroughs with our community – in 2021 and beyond.

How is your organization involved in the local OC community?

Catherine Sinardi, Concordia University Irvine – School of Health & Human Sciences:

Service is embedded in the mission of CUI and fostered throughout all levels and activities of the university. Many classes integrate service-learning and student clubs and athletic teams regularly perform community service projects. ConcordiaCares, a student-run program, offers opportunities to serve the local community by partnering with organizations to build sustainable volunteer programs and educate our campus about current social justice issues. CUI also hosts ConcordiaServes, an annual day of service for students, faculty, staff, alumni, parents, and donors to dedicate their time to serve others in any way they choose. Last year, on one day, over 1,000 members of the CUI family stepped into the community to serve in a variety of capacities. Throughout the year, healthcare students come together to raise funds for organizations that improve the lives of those in our community. Additionally, healthcare students are required to volunteer in organizations that improve our community's health.

Gene Rapisardi, Cigna:

Cigna actively supports Orange County organizations making a significant impact to help bridge gaps in care and promote health equity across all populations. In 2020/2021, Cigna supported: WHW Employment Success Program, American Heart Association women's stroke and heart education, Leukemia and Lymphoma Society fight against blood cancer, FIT mental health program for middle school children and families, The Trevor Project serving behavioral health needs of LGBTQ youth, MOMS Orange County healthy babies and families program, and Children's Hospital Orange County support for financially challenged families of babies needing care.

Jeff Goad, PharmD., MPH., Chapman University School of Pharmacy:

Chapman University's health science programs have been actively involved COVID vaccination outreach efforts throughout Orange County. As soon as vaccination became available, our faculty and students began volunteering at hospitals and with the pharmacies vaccinating nursing homes. As vaccine eligibility expanded, we started volunteering at the County's mass vaccination sites at Disneyland and the Anaheim Convention Center. We have had over 100 faculty, and students volunteer in the community to give COVID vaccines.

Marshall Moncrief, Be Well OC:

Be Well OC is a movement made up of people and organizations from our community and we are working to ensure that Orange County will lead the nation in optimal mental health and wellness for all residents. Be Well OC is a community of action, which has brought together public, private, academic, and faith-based partnerships to create a robust, best-in-class system of care for those suffering from mental health and substance use disorders. Families across Orange County are suffering in the face of increasing mental health and substance use disorders. For many families, these challenges have led to devastating and often catastrophic outcomes.

The January opening of the first Be Well OC Cam-
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Alignment Healthcare

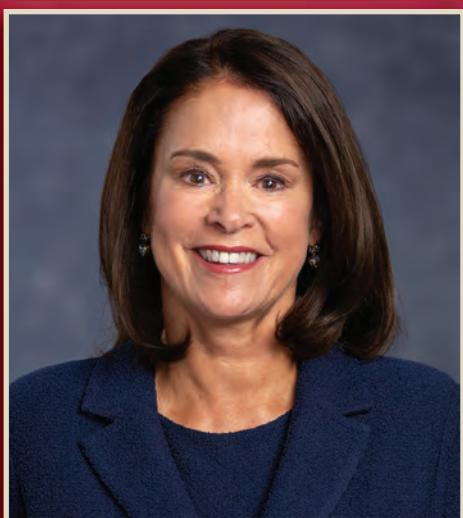
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HEALTHCARE ROUNDTABLE



Orange County's mental health system of care is fragmented, making it challenging to navigate. Services are not consistently or sufficiently covered by insurance, which often leads to individuals delaying or avoiding treatment, and the low reimbursement rate has resulted in a shortage of qualified providers. All of this adds up to serious gaps in diagnosis and care.

Kimberly Chavalas Cripe
President and Chief Executive Officer
CHOC

pus in the City of Orange is the first visible sign of systems change spearheaded by the Be Well Coalition. However, there is so much work that happens every day, as community and coalition members gather to collaborate, bring in diverse voices and find solutions to make our system of care more integrated to better serve our loved ones.

Annette Walker, City of Hope:

We came to Orange County in response to a pressing community need and we are here as a good neighbor. For us, community involvement is ingrained in all of our work. For example, during the design of our cancer campus, we invited more than 500 people to provide feedback, ensuring that the campus being built for the community is also built with the community. We are also ensuring that all areas of Orange County have access to the resources of a world-class cancer institution as we build a network of care throughout the region. And, because we understand that socioeconomic factors influence good health, we contribute to a thriving community not only as a growing local employer but also through our involvement with chambers of commerce, business partnerships, educational institutions, community non-profits, and the area's incredible entrepreneurial sector. All these practices honor our commitment to helping Orange County become healthier with each new generation.

Robert T. Braithwaite, Hoag:

Hoag's dedication to the community began at its inception 70 years ago. Hoag's Community Benefit Program focuses on meeting the unique needs of Orange County residents, with particular emphasis on the disadvantaged and underserved.

Hoag annually contributes millions of dollars and in-kind services to a wide spectrum of community non-profit organizations. From free health clinics, food banks and mobile dental visits, to family support services, mental health wellness and legal support, Hoag partners with organizations that focus on Orange County's vulnerable, underserved individuals and families. Hoag's Community Benefit program has given approximately \$261 million to more than 100 local programs and services that are changing lives every single day. At the Melinda Hoag Smith Center for Healthy Living at our Newport Beach campus, underserved individuals and families have access to a wide range of free or low-cost services, staffed by community non-profits and conveniently located under one roof. Moreover, during the past year, Hoag has affirmed its reputation as a trusted partner in the health and wellness of our community by providing thousands of COVID-19 vaccines to the underserved and senior populations through community clinics, as well as by donating personal protective equipment (PPE) to local agencies in need.

What are hospitals doing to provide access to quality health care for the underserved community?

Chad T. Lefteris, UCI Health:

Providing access to quality healthcare for all in our community goes to the heart of UCI Health's mission as an academic health system. UCI Health was the first system in Orange County to open federally qualified healthcare centers in the early 1980s, in Santa Ana and Anaheim, to provide access to care in underserved communities. These UCI Health Family Health Centers have been at the forefront of educating their community about the COVID-19 pandemic, providing access to testing and now to vaccinations. This effort includes forging partnerships with school districts and other

local organizations to provide vaccinations and other COVID-related services, ensuring these communities are not overlooked. In addition, and despite the pandemic, the Family Health Center in Anaheim moved to a larger location that expands services for family, children and women and allows further growth in a central location.

Costs of health care remain top of mind among both consumers and providers of care. One area that is being showcased in Orange County is the drive to move more surgical care out of the inpatient setting and into shorter stays or ambulatory surgery centers, especially during COVID-19 pandemic. How have you adapted to or managed the growth of outpatient care during this time?

Jennifer Mitzner, Hoag Orthopedic Institute:

HOI was perfectly positioned for the shift to outpatient surgery. Over the past several years, HOI developed a model of care focused on enhanced recovery for low risk patients resulting in many of our patients receiving a hip replacement in the morning and going home to recover that same afternoon or evening. A year ago, 15% of our hip and knee replacement patients returned home the same day and the COVID pandemic further fueled this tectonic shift to outpatient surgery as patients desired to recover at home rather than in the hospital. Today, nearly 40% of these patients are leaving the same day to recover in the comfort of their own homes. Patients who undergo outpatient hip or knee replacements report a high degree of satisfaction and they are happy to be able to get back to their now-mobile lives with the same high quality results that HOI inpatients report.

The availability of quality mental health services has lagged in Orange County for many years. What are the obstacles to improving access to this care and how is your institution trying to address the need?

Kimberly Chavalas Cripe, CHOC:

Orange County's mental health system of care is fragmented, making it challenging to navigate. Services are not consistently or sufficiently covered by insurance, which often leads to individuals delaying or avoiding treatment, and the low reimbursement rate has resulted in a shortage of qualified providers. All of this adds up to serious gaps in diagnosis and care.

CHOC believes mental health is just as important as physical health. We have engaged broad support from individuals, organizations, leaders, and healthcare partners to identify and address the community's greatest needs. At CHOC, we became the first in the county to offer inpatient mental health treatment for children 12 and younger; we have increased specialized services for children who have medical disorders and mental health conditions; we are developing hospital-wide trauma-informed care principles; and we are collaborating with the Orange County Department of Education to identify school-based needs. We will continue to advocate for mental health.

Marshall Moncrief, Be Well OC:

Orange County system issues historically have been that people cannot connect to the right care in the right place when they need it. Gaps in services, access, and funding plagued the mental health system, especially in terms of services for young children and adolescents, crisis intervention and addiction treatment. Additionally, silos in care mean services aren't integrated, compounding

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HEALTHCARE ROUNDTABLE



It is essential for the entire healthcare community to join forces and push for dental-medical integration to help provide patients with an all-inclusive continuity of care.

Stephen E. Thorne, IV
Founder and CEO
Pacific Dental Services

service gaps and access challenges, maintaining competition between organizations and diluting collective impact potential. There have also been disparities and inequities in geographic service availability throughout the county. Success in addressing these challenges starts with acceptance that the mental health sector alone cannot solve all of the challenges of this complex and pervasive health challenge. The Be Well OC movement brings together a robust, community-based, cross-sector strategy—public-private, academic, faith, and others—to positively impact those challenges that diminish mental health and well-being. Orange County will be a community of action, leveraging collective power to transform mental health service delivery into a world class system of care.

In creating a community-wide ecosystem of optimal mental health care and support, the coalition is creating a new reality for OC, where we boldly impact individual and societal conditions so that all residents can Be Well.

Robert T. Braithwaite, Hoag:

In response to the growing concern around mental health, which has been exacerbated by the COVID-19 pandemic, Hoag is working to improve access and expand resources for those struggling in our community.

As one example, we recently opened, the Hoag Young Adults Mental Health Program. The outpatient program helps individuals ages 18 to 26 that are struggling with depression, anxiety, trauma and other symptoms, navigate the challenges of the transition into adulthood. Hoag also continues to offer the ASPIRE Program (After School Program: Intervention and Resiliency Education), an intensive outpatient program for 13- to 17-year-olds in both Newport Beach and Irvine.

Our own health care workers need mental health support as well. To help ease the emotional toll of caring for critically ill patients during the COVID-19 pandemic, Hoag has piloted a new program called CenteredVR, a virtual reality-based mindfulness and stress management program to help health care workers reduce chronic stress, build resilience and enhance coping skills.

Hoag is also proud to support Be Well and help establish a best-in-class mental health system to care for all of Orange County.

Mark E. Costa, Kaiser Permanente:

The current mental health system within Orange County is fragmented making access to needed services difficult. The multiple public and private mental health providers work as separate entities leading to challenges for those in need. As an example, Orange County residents who may need crisis related services have over 15 different sources for care, but with 15 different contact numbers. Such fragmentation is costly and inefficient. As an integrated health system, Kaiser Permanente has focused on expanding access to all mental health related resources to our 585,000 health plan members. Through a single coordinated call center, and as well as through our Kaiser Permanente App. members can gain access to all available services. This includes access to telemedicine mental health visits and other digitally enabled tools and resources. Kaiser Permanente is also a major supporter of Be Well OC, a collective of more than 200 entities representing both Public and Private, whose focus is on creating a system of Mental Health Services for all

residents of Orange County, including our own Kaiser Permanente members.

What is the oral-systemic link and how is the dental industry integrating oral health with traditional medicine?

Stephen E. Thorne, IV, Pacific Dental Services:

The oral-systemic link refers to the connection between oral health and overall health, what we at PDS call The Mouth-Body Connection®. Research shows that bacteria and inflammation in the mouth can indicate and even cause systemic conditions throughout the body. That is why we believe it is essential for the entire healthcare community to join forces and push for dental-medical integration to help provide patients with an all-inclusive continuity of care. PDS has been actively engaged in joining forces with partners who support these initiatives, and has implemented modern, proven technology that helps improve oral-systemic health. PDS is one of the only dental organizations nationwide that has implemented the Epic® EMR system to facilitate better collaboration between medical and dental professionals on behalf of patients.

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

Stephen E. Thorne, IV, Pacific Dental Services:

The Pacific Dental Services® Foundation aims to improve overall health by improving access to oral healthcare. We recognized the need to increase access to oral healthcare for the special needs community and responded by opening the first PDS Foundation Dentists for Special Needs office in Phoenix, Arizona. This unique office provides comprehensive dental care for people with special needs and is helping make oral health achievable for patients between visits. In response to the widespread need for oral healthcare, the PDS Foundation's Mobile Dental Clinic traveled across the country (pre-pandemic) to provide donated dental care and oral health education to those in need. Looking beyond our borders, we also provide donated dentistry through annual international service trips to Guatemala, Fiji and Ethiopia.

Chad T. Lefteris, UCI Health:

As part of an academic health system dedicated to serving its entire community, UCI Health is deeply involved in ensuring healthcare equity in its clinical practices and its role in preparing health care leaders for tomorrow. The Healthcare Equality Index has recognized UCI Health's commitment to the equity and inclusion of LGBTQ patients, visitors and employees and the UCI School of Medicine's unique Program in Medical Education for the Latino Community (Prime-LC) and Leadership Education to Advance Diversity—African, Black, and Caribbean (LEAD-ABC) programs recognize that healthcare equity often starts with ensuring opportunities for underserved communities. These efforts continue to train caregivers to be sensitive to the unique needs of patients from all socio-economic, ethnic and racial backgrounds. UCI Health was the first system in Orange County to open federally qualified healthcare centers in the early 1980s, in Santa Ana and Anaheim, to provide access to world class care in underserved communities. For decades, these centers have set the standard for whole-family healthcare.

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