

# HEALTHCARE ROUNDTABLE

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



**Barry Arbuckle, Ph.D.**  
*President & Chief Executive Officer*  
MemorialCare



**Robert T. Braithwaite**  
*President & Chief Executive Officer*  
Hoag



**Mark E. Costa**  
*Senior Vice President*  
Kaiser Permanente



**Kimberly Chavalas Cripe**  
*President & Chief Executive Officer*  
CHOC



**Janeen Hill, Ph.D.**  
*Dean of the Crean College of Health  
and Behavioral Sciences and  
Acting Vice President for Research*  
Chapman University



**Michael Hunn**  
*Chief Executive Officer*  
CalOptima



**John Kao**  
*Founder & Chief Executive Officer*  
Alignment Healthcare



**Chad T. Lefteris**  
*Chief Executive Officer*  
UCI Health



**Kevin P. Manemann**  
*Chief Executive*  
Providence Southern California



**Kim Mikes, MBA, RN**  
*Chief Executive Officer*  
Hoag Orthopedic Institute



**Marshall Moncrief**  
*Chief Executive Officer*  
Be Well OC



**Ramin Mousavi**  
*President &  
Chief Executive Officer*  
CathWorks



**Scott Shreeve, MD**  
*Founder & Chief Executive Officer*  
Crossover Health



**Stephen E. Thorne IV**  
*Founder &  
Chief Executive Officer*  
Pacific Dental Services



**Annette M. Walker**  
*President*  
City of Hope Orange County



**Sasha Yamaguchi**  
*General Manager,  
Southern California*  
Cigna

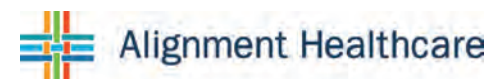


# HEALTHCARE

## ROUNDTABLE PARTICIPANTS

### 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. The company 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.



### CalOptima

A county organized health system, CalOptima provides publicly funded health care coverage for low-income children, adults, seniors and people with disabilities in Orange County. CalOptima's mission is to serve member health with excellence and dignity, respecting the value and needs of each person. It fulfills this mission through four programs: Medi-Cal; OneCare and OneCare Connect, coordinated care for people with Medicare and Medi-Cal; and Program of All-Inclusive Care for the Elderly (PACE), comprehensive health care and social services to keep frail seniors independent. In total, CalOptima serves more than 880,000 members, or one in four Orange County residents, with a network of more than 10,000 primary care doctors and specialists as well as 41 acute and rehab hospitals. Learn more at [www.caloptima.org](http://www.caloptima.org).



### CathWorks

CathWorks is the leader in digital health innovations that can improve the lives of patients globally. The CathWorks FFRangio™ System combines advanced computational science and artificial intelligence, transforming how cardiovascular disease is diagnosed and treated. It provides physicians access to objective drug-free and wire-free intraprocedural multi-vessel physiology guidance that is practical for every patient. For more information, visit [www.cath.works](http://www.cath.works) and follow us on Twitter @CathWorks.



### Chapman University

Founded in 1861, Chapman University is a nationally ranked private university with campuses in Orange and Irvine. Chapman's Harry and Diane Rinker Health Science Campus in Irvine is home to the university's School of Pharmacy, program in Physician Assistant Studies and Brain Institute. 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 includes the Harry and Diane Rinker Health Science Campus in Irvine, home to the university's School of Pharmacy, program in Physician Assistant Studies and Brain Institute. In 2019, Chapman 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](http://www.chapman.edu).



### Children's Health of Orange County (CHOC)

Children's Health of Orange County (CHOC), a pediatric healthcare system based in Orange County, California, is committed to being a leading destination for children's health by providing exceptional and innovative care. CHOC's growing community includes two state-of-the-art hospitals in Orange and Mission Viejo and a regional network of primary and specialty care clinics 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, physical and mental. CHOC's research and innovation institutes are focused on translating real patient needs into real-world treatments so every child can live the healthiest and happiest life possible.



### Cigna

At Cigna, we aim to deliver affordable, predictable, and simple health care for our customers, patients, and clients. 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 185 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. Our goal is to provide the right services and solutions, in the right setting, at the right time, to address the diverse health needs of our customers and patients in a highly personalized way – each and every day.



### City of Hope

City of Hope's mission is to deliver the cures of tomorrow to the people who need them today. Founded in 1913, City of Hope has grown into one of the largest cancer research and treatment organizations in the U.S. As an independent, National Cancer Institute-designated comprehensive cancer center, City of Hope brings a uniquely integrated model to patients, spanning cancer care, research and development, academics and training, and innovation initiatives. City of Hope is opening a second campus in Orange County. The Lennar Foundation Cancer Center at City of Hope Orange County is opening in Irvine this year, providing access to more than 400 physicians and 1,000 researchers and scientists who only focus on ending cancer. This year, City of Hope will also break ground on Orange County's only hospital exclusively focused to treating and curing cancer, opening in 2025. Patients in Orange County can currently access City of Hope's highly specialized cancer care and pioneering research at its four Orange County locations. For more information, please visit [cityofhope.org/OC](http://cityofhope.org/OC).



### Crossover Health

Crossover Health is a leader in delivering value-based hybrid care. The company's national medical group delivers – at scale – Primary Health, a proven care model driven by an interdisciplinary team inclusive of primary care, physical medicine, mental health, health coaching and care navigation. With a focus on wellbeing and prevention that extends beyond traditional sick care, Crossover builds trusted relationships with its members and flexibly surrounds them with care – in-person, online, and anytime – based on the member preference. Combining a sophisticated approach to data analytics that incorporates social determinants of health, Crossover delivers concrete results and measurable value for employers, payers and most importantly, members. Together we are building health as it should be and engaging a community of members to live their best health. To learn more, visit [crossoverhealth.com](http://crossoverhealth.com) or follow us on social media @crossoverhealth.



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# HEALTHCARE

## ROUNDTABLE PARTICIPANTS

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### Hoag

Hoag is a nonprofit, regional health care delivery network in Orange County, California, that treats more than 30,000 inpatients and 460,000 outpatients annually. Hoag consists of two acute-care hospitals – Hoag Hospital Newport Beach, which opened in 1952, and Hoag Hospital Irvine, which opened in 2010 – in addition to 10 health centers and 14 urgent care centers. Hoag is a designated Magnet® hospital by the American Nurses Credentialing Center (ANCC). Hoag offers a comprehensive blend of health care services that includes six institutes providing specialized services in the following areas: cancer, digestive health, heart and vascular, neurosciences, women's health, and orthopedics through Hoag's affiliate, Hoag Orthopedic Institute, which consists of an orthopedic hospital and four ambulatory surgical centers. In the 2021 - 2022 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.



### Hoag Orthopedic Institute

Hoag Orthopedic Institute (HOI)'s mission is to optimize the musculoskeletal health of individuals and their communities. Since 2010, HOI has provided highly specialized and experienced orthopedic and spine care, focusing on treatments for knee, hip and spine disorders and specialty care related to sports medicine, orthopedic trauma and extremities care. HOI consists of a specialty hospital located in Irvine and four ambulatory surgery centers in Newport Beach, Mission Viejo, Orange and in Marina del Rey. HOI has more than 300 physicians on staff, including more than 80 orthopedic and spine specialists who deliver patient-centered and value-based orthopedic and spine care. Since 2010, HOI has been named in the top 1% of orthopedic hospitals by U.S. News & World Report and ranks in the 99th percentile for patients' likelihood to recommend the hospital and 98th percentile for overall hospital rating, according to Press Ganey's national database of hospitals.



### 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.



### MemorialCare

MemorialCare is a nationally recognized health care innovator in health care delivery, has more than 15,000 employees, affiliated physicians and volunteers; top hospitals—Long Beach Medical Center, Miller Children's & Women's Hospital Long Beach, Orange Coast Medical Center in Fountain Valley and Saddleback Medical Center in Laguna Hills; MemorialCare Medical Group and Greater Newport Physicians ranked number one and number two in Orange County for patient satisfaction; MemorialCare Select Health Plan; and numerous convenient outpatient surgery, imaging, urgent care, breast care, physical therapy, and dialysis centers. Its many honors include Best U.S. Health Systems, Largest U.S. Children's Hospitals, Top 50 Hospitals nationwide and recognition by readers of the Orange County Register as the Best of Orange County: Hospitals and Physician Groups.



### Pacific Dental Services® (PDS)

Founded in 1994, Pacific Dental Services (PDS) is one of the country's leading dental support organizations, with more than 870 supported dental practices across the United States. Its unique business model enables dentists to own their dental practice and empowers them to focus exclusively on patient care while PDS remains focused on the business aspects of the practice. PDS calls this their Private Practice +® model. In addition to the business support provided by the organization, PDS-supported clinicians are equipped with the latest proven technology, the best operational practices and procedures, highly skilled support staff, and a commitment to ongoing training and education. PDS remains focused on the critical link between oral health and overall health – what PDS and its supported practices call The Mouth-Body Connection® – and being a leading voice in advocating for better collaboration between medical and dental professionals in order to improve systemic health outcomes for patients.



### Providence Southern California

Providence Southern California is a not-for-profit Catholic health network with 11 acute care hospital campuses, 36 urgent care centers, 186 medical office locations, TrinityCare Hospice and its TrinityKids Care pediatric hospice, Providence High School, 8 Home and Community Care agencies 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 30,000 employees – called caregivers – and nearly 8,523 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 459-bed acute care hospital among America's Best Hospitals for 21 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.





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\*The Economist. "The employer imperative: The role of employers in driving US economic vitality through a healthy and productive workforce." Survey conducted by the Economist Intelligence Unit (EIU), commissioned by Cigna, in January and February 2021 among 1,200 consumers and 600 executives. <https://healthyworkforce.economist.com/infographic>. Last accessed April 6, 2022.



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## HEALTHCARE ROUNDTABLE



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

**Kevin P. Manemann**  
**Chief Executive**  
**Providence Southern California**

**Given the impact of the pandemic on an already-stressed workforce, how can healthcare organizations focus on/invest in the recovery/well-being of its providers and staff?**

**Kimberly Chavalas Cripe, CHOC:** Now, more than ever, healthcare organizations must prioritize the health and well-being of its providers and employees. Not doing so will result in staff turnover, lower engagement, and decreased productivity, which in turn will impact patient care and the patient and family experience. CHOC has long invested in wellness programs but acknowledged we needed to do more in the face of the pandemic. We promptly set up on-site daycare and other resources such as a meal service, and we expanded mental health support. It was important – and remains so – to hear directly from our teams, so our leaders are investing even more time in rounding with staff. We established provider and employee committees focused on “joy in work” and on creating more opportunities for voices across our organization to be heard. Our people are our greatest asset and deserve an environment in which they can do their best work.

**Kim Mikes, Hoag Orthopedic Institute:** Like all health care providers in Orange County and the nation, Hoag Orthopedic Institute (HOI) has faced staffing challenges during the COVID-19 pandemic. Employee engagement and morale are among the highest of priorities for the HOI Leadership team, and some recent leadership promotions and changes were made with this priority at the forefront. However, we are extremely fortunate to have a committed and specialized team, many of whom have worked at HOI since inception. Because orthopedic and spine care is all we do, we have invested in extensive staff training in orthopedic and spine care, from the operating room to the bedside, which created a culture and commitment to the highest quality patient care. Our physicians also play a positive, instrumental role in staff engagement and morale, ensuring everyone feels they are a valued member of the team, which benefits our patients, organization and ultimately reflects in our national rankings.

**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; and other root causes of mental illness. This focus helped Providence recognize the signs and symptoms of stress, anxiety and depression in our own caregivers and providers during COVID-19 and provide the needed resources. We offer a Telebehavioral Health Concierge, which provides virtual appointments for confidential, convenient mental health care when and where it is needed; a physician support line; TeleSpiritual Health, which offers prayers for strength; and a library of mental health resources, including Providence Institute for Human Caring resources. We must continue to talk openly about mental health, be vigilant for signs and symptoms and continually advocate for accessible resources.

**Sasha Yamaguchi, Cigna:** It’s important for healthcare organizations, and all employers, to focus on whole person health. We know that physical health affects the brain, and emotional well-being affects the body. One way that

employers can help people recover is by encouraging their employees to use all of the vacation time they’ve earned. People need time for physical and mental renewal but are often reluctant to use their PTO. Provide as much flexibility as possible in scheduling, as well as opportunities for working at home when appropriate for the job function. Also, provide opportunities for social connection in the workplace. Consider implementing an employee assistance program if you don’t have one. If you do have one, promote it; encourage employees to use it. Most EAPs are underutilized, but they can be a powerful part of your benefits package. EAPs help people manage stress, anxiety and other emotional issues, and also help them cope with a wide variety of daily stressors by guiding them to elder care, child care, legal assistance, financial counseling and much more.

**Scott Shreeve, MD, Crossover Health:** It’s time for healthcare organizations to start prioritizing providers and recognizing them as foundational to their success. At Crossover, the high quality care we provide is a product of our outstanding “culture of care” we’ve fostered since our early days. Providers – whether primary care physicians, physical therapists, health coaches or others – want to do meaningful work alongside great colleagues to not only achieve their highest possible performance, but also help the members they serve to achieve their best health outcomes. In addition, operating with a true value-based payment structure creates a differentiated experience for provider teams; it frees them from the tedium of billing and enables them to focus on building trusted relationships with members. This leads to a much greater sense of fulfillment and satisfaction. Despite the current “Great Resignation” plaguing healthcare, and stemming from burnout and lack of satisfaction, we’ve been able to retain 94% of our physician employees.

**The pandemic sparked advances in science, such as the COVID-19 vaccines and therapies. How can organizations continue to accelerate research and innovation?**

**Robert T. Braithwaite, Hoag:** The pandemic underscored the critical importance of research and clinical trials that yield effective new treatments for existing and emerging diseases. The key now is sustaining – and building upon – this exciting momentum. Even before successfully treating California’s first known COVID-19 patient in January 2020, Hoag was conducting more than 150 clinical trials annually. Through our Center for Research and Education, Hoag physicians are spearheading innovative clinical trials to ensure Orange County residents have access to the most advanced therapies and treatment options available. As just one recent example, Hoag’s Molecular Imaging & Therapy program was the first in Orange County to offer prostate specific membrane antigen-targeted radiotherapy for metastatic prostate cancer. The therapy was approved by the FDA in March of this year. Hoag’s commitment to research and innovation is driven by our mission to improve the health of our patients by focusing on quality, patient-centered compassionate care.

**Kimberly Chavalas Cripe, CHOC:** COVID-19 caused healthcare systems to challenge, reevaluate and reimagine aspects of their clinical, research, and business operations. CHOC’s

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# UCI Health

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## HEALTHCARE ROUNDTABLE



We can harness the energy that our country rallied to face COVID-19 and direct it toward preventing and curing cancer.

**Annette M. Walker**  
President  
City of Hope



We need to continue to raise therapy awareness among minorities and make sure clinical trial sites are selected in minority communities, making disruptive technologies and therapies available to all patients.

**Ramin Mousavi**  
President & Chief Executive Officer  
CathWorks

history of investing in research infrastructure, data science, and technology positioned us to respond quickly and nimbly to research opportunities presented by COVID-19. Our “bedside to bedside” research philosophy means that our physician-scientists, our care teams, and our laboratory researchers are active, engaged, and supported in pursuing research to improve clinical outcomes and the quality of life for our patients. Accelerating the pace of research and innovation requires healthcare organizations to take a fresh look at their unique perspectives and explore opportunities at the point of care to lead, collaborate and inform translational research to promote optimal health for the patients and communities they serve.

**Chad. T. Lefteris, UCI Health:** Research and innovation are built into our mission, as Orange County’s only academic health system. From basic science to translational research and clinical care, our entire team is empowered to seek innovation that improves patient health. Last fall, the Business Journal recognized Dr. Kenneth J. Chang of the UCI Health Digestive Health Institute as Innovator of the Year for his pioneering development of new ways to detect and treat a liver disease that affects millions every year and is emerging as a major public health problem. This year, the National Cancer Institute renewed UCI’s designation as Orange County’s only comprehensive cancer center, a recognition of our commitment to groundbreaking cancer research that leads to new therapies. The Chao Family Comprehensive Cancer Center, both at UCI Medical Center in Orange and UCI Medical Center – Irvine complex slated to open in 2025, reflects these efforts to improve treatments.

**Annette M. Walker, City of Hope:** We all saw how the vaccine pushed scientists, doctors, and government agencies worldwide to cut red tape and publish results as soon as they were available. COVID-19 put a spotlight on the vital importance of clinical research. In fact, COVID vaccines used technology that cancer researchers and biopharma companies have been working with to harness mRNA and other immune-stimulating technologies. The number of new treatments that have come out of cancer research is exploding. Our City of Hope clinicians believe we will see 30 to 40 new drugs a year that will successfully prolong life and drive down side effects of cancer treatment. The future is full of hope. We can harness the energy that our country rallied to face COVID-19 and direct it toward preventing and curing cancer. We can make this the generation that ends cancer once and for all.

**What steps should be taken to ensure that women and minorities don’t continue to be underrepresented in clinical studies and underdiagnosed for severe diseases?**

**Ramin Mousavi, CathWorks:** The appropriate enrollment of women and minorities should become a characteristic requirement for pivotal studies – not just a post study sub-analysis. And when we develop new technologies, considerations for how the technology can work on women and minorities should become part of the product requirements. In parallel, we need to continue to raise therapy awareness among minorities and make sure clinical trial sites are selected in minority communities, making disruptive technologies and therapies available to all patients.

**Innovation thrives in Orange County, being the home to numerous top hospitals and medical device companies. What can we do to encourage the next generation of entrepreneurs and talent to pursue careers in Orange County given the high cost of living?**

**Janeen Hill, Chapman University:** We must address the high cost of housing. This area has so much to offer emerging talent, but the promise of an ideal climate, strong public and private schools, a concentration of biotech companies and hospital systems is insufficient to offset our housing crisis. We need to develop housing incentive programs that provide talented entrepreneurs with housing assistance programs, including no-cost loans for down payments. Orange County might look at the types of incentive programs small cities in the Midwest are using to attract and retain new talent and to see how these might be adapted to address housing.

**Ramin Mousavi, CathWorks:** We need to facilitate and promote the collaboration between innovative device companies and hospitals in OC. Hospitals in OC can serve as the perfect Centers of Excellence (COE) and Training Hubs for device companies locally. This will enable additional investments in local clinical trials, and will transform OC to a global hub where we can bring clinicians from around the world to get hands-on training at some of the best facilities in the world. Orange County can be a perfect destination if we can come up with a platform where we can incentives and facilitate these kinds of collaboration. If you look at all the local medical device companies, currently they mostly have their strategic COEs in other parts of the US. We have some of the best academic hospitals locally and there is no reason we cannot build those COEs here. We just need to make it easier for both sides.

**How is consumerism impacting the healthcare industry and how are hospitals and health systems responding?**

**Kim Mikes, Hoag Orthopedic Institute:** Since our founding more than a decade ago, Hoag Orthopedic Institute (HOI) recognized that patients have a choice in their health care provider. As a physician-led organization, we built our model to fulfill this need by exclusively offering specialty orthopedic and spine care in a patient and outcomes focused environment. We earn our national reputation – the largest provider of joint replacement surgeries in the Western United States – one patient at a time. All the decisions we make to continually improve patient care at HOI are solely based on providing the consumer with a unique, personalized, and positive health care experience with the utmost in quality care. This is why HOI is one of the highest ranked hospitals for patient experience by the Centers for Medicare and Medicaid Services (CMS) in Orange County, and ranked in the top 1% of orthopedic hospitals by U.S. News & World Report.

**Kevin P. Manemann, Providence Southern California:** Consumers want convenient, accessible and low-cost 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.

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## HEALTHCARE ROUNDTABLE



Because of the cost-savings, convenience, and quality, patients who undergo outpatient joint replacements report a high degree of satisfaction and are happy to get back to their now-mobile lives pain free.

**Kim Mikes**  
**Chief Executive Officer**  
**Hoag Orthopedic Institute**

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.

**How are hospitals and health systems responding to new market competitors? (Amazon, Walmart, etc.)**

**Scott Shreeve, MD, Crossover Health:** The "healthcare experiment" has garnered widespread attention, as several high-profile companies, from big tech to retail behemoths and even fitness brands, have unveiled initiatives aimed at solving the incredibly challenging problem of care delivery. But healthcare is a long game, and we have seen repeatedly that real, meaningful and lasting impact takes an unbridled commitment to change and incredible stamina. Several of these high-profile entrants have already been met with great barriers which threaten their continued participation. Even so, my hope is that the increased competition and fresh approaches yield a better health system for all. At Crossover, we're doubling down on our advanced Primary Health model as the foundation of a new system of health. We're also challenging employers to think critically about which solutions actually deliver results to their employees and encouraging existing competitors and newcomers to share their outcomes.

**Costs of healthcare 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?**

**Kim Mikes, Hoag Orthopedic Institute:** The growth of orthopedic outpatient care has proved to be the most notable trend our industry has experienced in recent years. Even before the pandemic, HOI was already performing more same-day orthopedic surgeries – including joint replacements – in the outpatient setting. Many patients with musculoskeletal issues felt more comfortable not spending the night in a hospital. Thanks to innovations in surgical technique and anesthesia that were already in practice at HOI – but accelerated dramatically during the pandemic – many joint replacement patients are home recovering the same day as surgery. To meet increasing outpatient care needs, HOI features a 70-bed inpatient hospital in Irvine and four local surgery centers as well as a new facility that will open later this year. Because of the cost-savings, convenience, and quality, patients who undergo outpatient joint replacements report a high degree of satisfaction and are happy to get back to their now-mobile lives pain free.

**Barry Arbuckle, MemorialCare:** As the region's largest network of community-based healthcare, MemorialCare continues to expand our geographic footprint of 225 outpatient locations close to where patients live and work. These

include top rated hospitals and outpatient surgery, imaging, urgent care, physical therapy, breast health, dialysis, primary care and specialty care centers throughout Orange and southern Los Angeles counties. We offer the best in health in the most appropriate location with substantial savings for employers, health plans and patients. Technological advances mean many surgical patients that spent days in a hospital can now receive exceptional care in outpatient centers without overnight stays. Unlike most health systems, our community-based outpatient centers operate as high quality, lower priced outpatient centers rather than as hospital-based outpatient departments with higher reimbursement. Outpatient arthroscopic knee procedure savings, for example, can be 100 percent lower; brain MRI savings in our imaging centers, nearly 850 percent. Savings for health plans, employers and consumers having procedures in our outpatient surgery centers versus hospital can exceed \$200 million annually—without including savings from imaging and physical therapy. Our high-performance network helps self-insured businesses guide employees to outpatient locations when clinically appropriate with immediate bottom line savings.

**Many patients have postponed healthcare services due to fears of COVID. How does your organization manage to ensure patient safety as patients begin to resume seeking medical services?**

**Kimberly Chavalas Cripe, CHOC:** An unfortunate aspect of COVID has been the reluctance of our community to seek necessary non-pandemic medical services, including preventative care. Millions of U.S. children are now behind on childhood vaccinations, annual examinations and preventative guidance and education. CHOC's unwavering focus on patient safety never changed during the pandemic. We added additional elements of staff and provider protection and launched an expansive COVID testing and vaccination program for patients, families, providers, staff, and the community. Collectively, we have more information than ever before regarding the infectious status of patients and families. Combined with state health regulations, our campuses are among the safest places around. CHOC has been providing the full spectrum of care since the pandemic began, and we look forward to helping children across the county and region return to their normal cadence of routine and needed care.

**Kim Mikes, Hoag Orthopedic Institute:** As the only specialty hospital in Orange County with an exclusive focus on orthopedics and spine, HOI served many elective patients who had postponed care or wished to go to a facility that was not treating COVID-19 patients. In fact, we performed more orthopedic surgeries in 2021 than we did the previous year. When the pandemic began, our institution convened a multidisciplinary committee to develop a risk-stratified and phased approach to resuming elective surgery in a safe and responsible manner. This approach included strict employee safety guidelines, careful use of personal protective equipment (PPE), pre-operative patient optimization, rigid application of strict operating room safety protocols in addition to comprehensive pre-surgical patient screening criteria. We continue to operate under strict safety guidelines. In fact, with all the precautions in

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## HEALTHCARE ROUNDTABLE



Orange County's healthcare providers and systems rose to meet the challenges posed by the most acute public health crisis many of us will likely experience.

**Chad T. Lefteris**  
Chief Executive Officer  
UCI Health

place, having orthopedic surgery today is the safest it has ever been.

**Annette M. Walker, City of Hope:** We saw worrisome trends throughout the pandemic months, including patients postponing vital cancer screenings and treatments of diagnosed cancers. An American Association for Cancer Research study found that the pandemic led to almost 10 million missed cancer screenings across the country in 2020. This put many people at risk of late-stage cancers that are not as easily treated. City of Hope, a National Cancer Institute-designated comprehensive cancer center, always has had the highest standards for infection control and prevention and is skilled at protecting patients with weakened immune systems. We responded quickly, implementing some of the most effective safety procedures in health care and increased our telemedicine services. Today, we stay vigilant to ensure patient and staff safety. Patients need our highly specialized services, and we cannot allow concerns about their safety to prevent them from keeping appointments or skipping lifesaving screenings.

**What makes you proudest about how Orange County handled the pandemic? What does this say about healthcare and healthcare professionals in OC?**

**Michael Hunn, CalOptima:** Orange County's collaborative effort to vaccinate our vulnerable population is something to be proud of indeed. CalOptima, along with the Orange County Health Care Agency, community organizations and many others came together to bring vaccines to the underserved, leading to Orange County's vaccination rate of Medi-Cal members being notably higher than the statewide average. Hosting vaccine clinics in the neighborhoods where members live made it convenient, and as a result, 62% of all members age 5+ are currently vaccinated. The clinics also offered multilingual services and special accommodations for people with disabilities. CalOptima covers more than 880,000 Orange County residents, or one in four people, so our community's shared commitment to vaccination and the health of low-income residents says we value partnership and working toward the greater good. At CalOptima, our motto is "Better. Together." and Orange County's health care community brought that to life during the pandemic.

**Chad T. Lefteris, UCI Health:** Orange County's healthcare providers and systems rose to meet the challenges posed by the most acute public health crisis many of us will likely experience. It is a privilege to work with these wonderful, compassionate and resilient professionals. During the pandemic, the UCI Health team demonstrated the value of having an academic health system in our backyard. We launched COVID clinical trials and new treatments in real time. We also continued meeting healthcare needs beyond the demands of COVID. UCI Health established Orange County's only Hematopoietic Stem Cell Transplantation and Cellular Therapy Program for adults whose blood-based malignancies are best treated with a bone marrow transplant. We opened a new inpatient surgical care unit that expands the capacity at UCI Medical Center in Orange up to 10 percent, a Center for Clinical Research and, of course, broke ground on the new UCI Medical Center—Irvine at the UCI campus.

**Marshall Moncrief, Be Well OC:** We are social creatures. Isolation causes stress and worse. The pain of the pandemic – whether financial, health-related, the loss of a loved one, missed milestones, missed family time – has exacerbated typical life stressors and mental health challenges for people of all ages. In light of these challenges, it has been amazing to see healthcare and community leaders across Orange County rally around unified systems change to meet the growing mental health needs worsened by the Crisis. Building a unified and world class system for mental health and substance use is more important than ever given the mental health impacts of COVID-19 are projected to persist far beyond the physical health problems of the pandemic. Orange County has a head start in this vital work through the Be Well OC Community Collaboration.

**Annette M. Walker, City of Hope:** Our doctors, nurses, technicians and first responders showed tremendous courage. Healthcare innovated, responded to community needs and saw Orange County through a crisis. As we come out of the pandemic, we can all be immensely proud of how we handled it, especially here in our community. I have often said that I have never been prouder to work in health care. Health care providers, government authorities, pharmaceutical companies, community leaders, and many business leaders came together to seek rapid solutions. This speaks volumes about what we can do as collaborators. Imagine what could happen if we put this energy and collective expertise into the ongoing cancer crisis that is estimated to take about 62,000 Californian lives this year.

**What impact are inflationary pressures and supply chain issues having on your organization and healthcare organizations in general?**

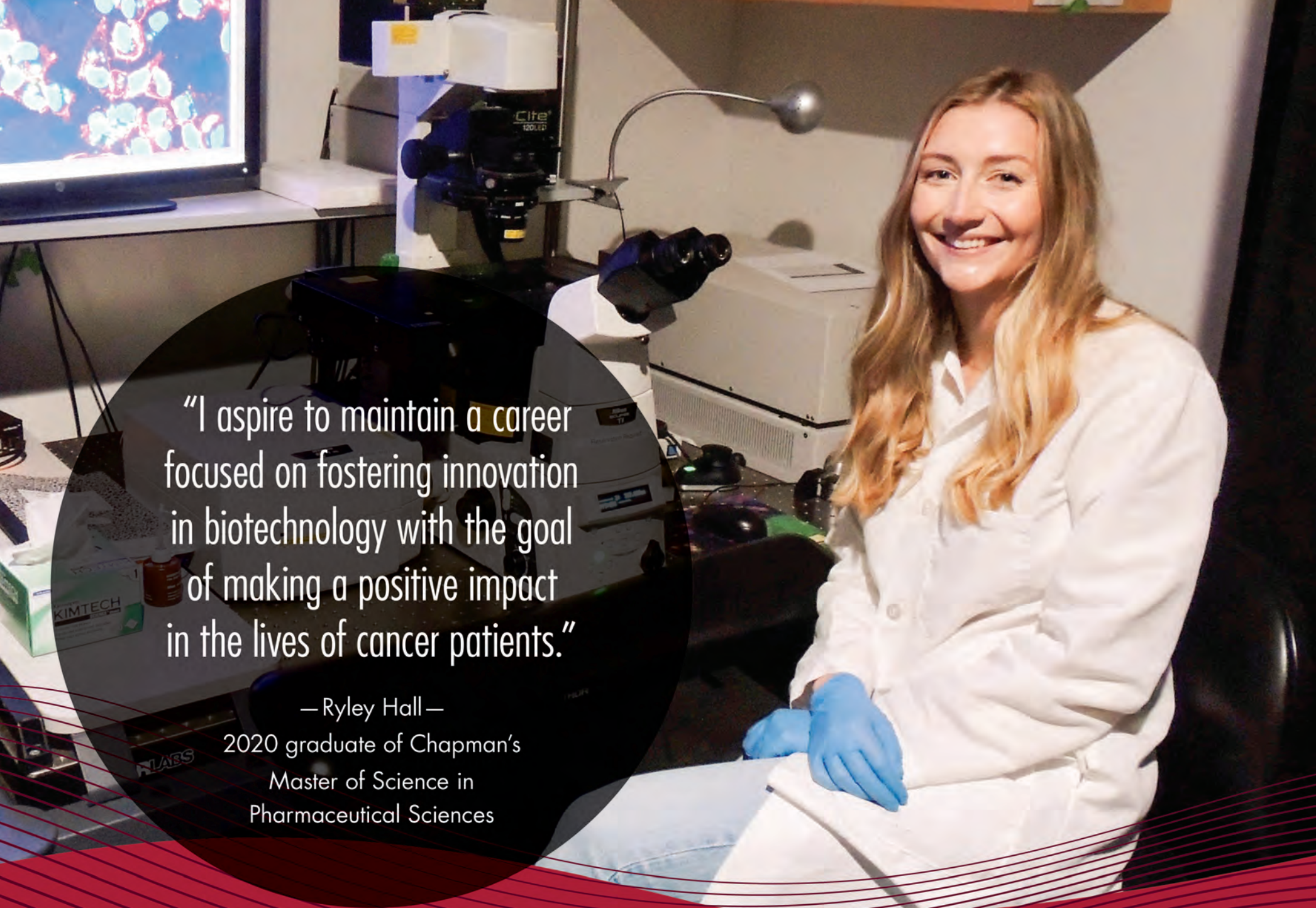
**Annette M. Walker, City of Hope:** We didn't plan it this way, but City of Hope began construction on a major cancer center just five months prior to the shutdown. Knowing our patients need us now, delaying our plans was never an option, as has been the fate of about 30% of hospital construction projects. We have worked diligently to minimize and mitigate our challenges and are on target for our projected opening date. We are buoyed by the tremendous community and philanthropic support we have received. Major donors such as Lennar Foundation and more than 12,000 other supporters understand the vital need we are meeting by bringing our advanced cancer care and pioneering research to this region. As for recruits, they are also responding. Health care professionals want to work for an organization with a strong mission and vision, and that's what we offer as we bring a new level of cancer research and treatment to Orange County.

**What should organizations have learned from two years of pandemic effects, and how should they be preparing to withstand future crises?**

**Barry Arbuckle, MemorialCare:** The pandemic has been a crisis—challenging and impacting governments, industries, individuals and communities worldwide. It has expedited new realities, bringing rapid advances in innovation, technology and fundamental changes to how we

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"I aspire to maintain a career focused on fostering innovation in biotechnology with the goal of making a positive impact in the lives of cancer patients."

— Ryley Hall —  
2020 graduate of Chapman's  
Master of Science in  
Pharmaceutical Sciences

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## HEALTHCARE ROUNDTABLE



In the future, providers and payers will need to look for solutions through a health equity lens and consider technology's growing role in a patient's health care journey.

**John Kao**  
**Founder & Chief Executive Officer**  
**Alignment Healthcare**



Virtual health services are also available for healthy lifestyle coaching, primary care, urgent care, dental care, and dermatology.

**Sasha Yamaguchi**  
**General Manager**  
**Cigna**

live. It has also expedited transformation in accessing value-based healthcare from anywhere and everywhere with high quality, exceptional patient experiences at reduced costs. Consumer behavior changed dramatically and forever. Stay-at-home orders and permanent remote work leave us accustomed to meeting many needs with cell phones and computers without leaving home. Patients expect care whenever, wherever and however they want it. "MemorialCare Right Now" is our 24/7 value-based suite of on-demand care options offered virtually and in person. We continue partnering with employers and health plans to ensure we withstand future crises together. To make this a reality, MemorialCare offers decades of experience in best practice, value-based partnerships to ensure businesses and consumers have more control and transparency over their health expenditures while maintaining and enhancing an environment of healthier and happier employees and communities.

**John Kao, Alignment Healthcare:** The pandemic brought to light the longstanding inequities in health care and highlighted the importance of social determinants of health to patient outcomes. Knowing that seniors – and especially those with one or more chronic conditions – were particularly vulnerable during the pandemic, access to virtual care is more paramount than ever. Our team developed a virtual-first health plan called AVA® (HMO) to make care easy and accessible for seniors as telehealth continues to be a preferred care option. The plan offers members a dedicated primary care provider and specialists accessible by phone or video with options for in-person and home-visit care as needed. We strive to enhance our telehealth offerings to make virtual care even more seamless for patients. In the future, providers and payers will need to look for solutions through a health equity lens and consider technology's growing role in a patient's health care journey.

**Janeen Hill, Chapman University:** There are so many lessons to be learned from the pandemic. One is for organizations to be transparent and inclusive in decision making so that the employees understand how decisions are being made and that their perspectives matter. Another is for organizations to have clearly articulated publicly-stated goals that drive decision making. Thus, decisions can be directly tied back to goals and are not seen as arbitrary. Finally, organizations should value flexibility and the willingness to change course rapidly if conditions warrant. Organizations need to be able pivot rapidly when confronted with new, unexpected challenges.

**Mark Costa, Kaiser Permanente:** One of the learnings from two years of pandemic effects should be the ability of the organization to quickly adapt venues of care delivery in order to manage the exponential increase in demand for care in addition to supporting changing work force needs. In preparation for future crises organizations should continue to utilize technology to advance the support of remote care delivery and alternate work sites. Future facilities should be planned to allow for distancing, airflow etc. to allow for continuation of necessary in person care and work.

**Annette M. Walker, City of Hope:** Organizations learned they had to act swiftly to protect the health

and safety of our communities. This required flexibility in actions and decision-making. We needed to model resilience, communicate often and demonstrate empathy. We learned the importance of valuing our teams. At City of Hope, we created and strengthened support systems that helped solidify our teams so that we became stronger, putting patients first and then one another. We knew that these talented individuals were essential for getting us through the pandemic and any future health care crisis.

**With over half of U.S. households utilizing a telehealth service between 2020-2021, what has your organization done to meet the surging demand for virtual care options?**

**Kimberly Chavalas Cripe, CHOC:** The COVID-19 crisis created a new set of challenges for our already high-risk populations. CHOC saw a 70% reduction in face-to-face visits and made a conscious effort to focus our attention on the most vulnerable: young children with special health care needs, and children in situations where access to technology is limited. In March 2020, we immediately mobilized access to telehealth for primary and specialty care, as well as for mental health and speech therapy services. We created a free 24/7 nurse helpline to provide evidence-based recommendations regarding children with, or exposure to, COVID-19. When needed, calls were referred to providers for immediate telehealth visits. Since March 2020, we have provided more than 160,000 telehealth visits, with an additional 37,000 free COVID-19 phone consults and 3,700 free COVID-19 telehealth visits.

**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.

**Sasha Yamaguchi, 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 our model. Last year, Cigna's Evernorth division acquired MDLIVE, a national telehealth provider, which enables us to bring telehealth services to more of our customers. For many years, telehealth utilization had been low, but the pandemic changed that. Customers tried telehealth, liked it and then stuck with it. Sixty percent of our behavioral health customers now use telehealth. Cigna now covers virtual wellness screenings, which are especially popular among customers who don't have a primary care doctor. Virtual health services are also available for healthy lifestyle coaching, primary care, urgent care, dental care, and dermatology.

**Chad. T. Lefteris, UCI Health:** The pandemic highlighted the need to advance new ways

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A woman with short dark hair is sitting in a meditative lotus position against the thick, textured trunk of a large tree. She has her eyes closed and her hands are resting on her chest. She is wearing a dark blue cardigan over a pink and white striped t-shirt, and olive green pants. The background is a soft-focus outdoor scene with green grass and trees.

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## HEALTHCARE ROUNDTABLE



We continue to build on our social determinants of health strategies focused on increasing income, improving financial security, and reducing economic inequities.

**Mark Costa**  
**Senior Vice President**  
**Kaiser Permanente**

patients can access care, beyond the traditional inpatient and outpatient experience. While the use of video visits has been important, UCI Health is expanding its virtual care initiatives to provide additional care. Last fall, UCI Health partnered with Dispatch Health, the nation's first comprehensive in-home medical care provider, to offer same-day, in-home medical care. The effort has improved access and delivered a high-level patient experience. Its value was clear during the winter COVID surge as people who might normally go to the ER for sub-acute care accessed this service to meet their needs. In addition, our in-home care program is a bridge to providing a true hospital-at-home experience which will include remote patient monitoring, around-the-clock care, clinician and care team visits, medication and even meal delivery. UCI Health is working with state health officials to secure approval to expand this effort.

**John Kao, Alignment Healthcare:** Ensuring greater continuity and access to care for the most vulnerable patients is critical. That is why telehealth has always been a core part of Alignment's integrated care model. Our "Care Anywhere" program leverages AVA®, Alignment's proprietary data and technology platform, providing end-to-end coordination of the health care ecosystem. AVA proactively monitors the health of Alignment's members by stratifying them based on their health status and social needs, information that our care teams then use to reach out to the most vulnerable members and deploy timely, effective and coordinated care at the member's home, in a health care facility, or through a virtual channel. We also offer AVA® (HMO), a virtual-first health plan with a dedicated primary care provider and virtual, in-person, and home-visit care options. For members who lack access to a smartphone or computer, we also coordinate access to tablets and data plans.

**Barry Arbuckle, MemorialCare:** Since 2020, MemorialCare has performed 400,000 virtual healthcare visits offering high quality, exceptional patient experiences at reduced costs. We're the region's only healthcare system offering round-the-clock, virtual visits that reduce unnecessary ER visits after urgent care centers close. MemorialCare Virtual Exam Kit's in-home telehealth device connects patients with MemorialCare physicians to treat common conditions from anywhere. Its stethoscope listens to heart and lung sounds; otoscope examines ears; plus tongue depressor and more puts routine doctor visits in the palm of your hand. A tailored product for employers makes virtual care accessible at work and school. 24/7 eVisits allow on-demand care for low-acuity conditions. Primary care physicians connect with specialists via eConsults, avoiding in-person specialty visits 88 percent of the time. A Virtual Triage chatbot online can help determine the most appropriate care based on clinical and personal preferences. Products like Babyscripts for pregnant women lets OB/GYNs monitor conditions between visits from home. Those using SilverCloud's online self-guided therapy scored 93 percent approval in helping manage depression, anxiety, stress and insomnia.

**What has your organization done in the past year to make the Orange County community a better place?**

**Michael Hunn, CalOptima:** CalOptima's Program of All-Inclusive Care for the Elderly

(PACE) makes our community a better place for frail seniors. PACE serves people with chronic illnesses who would otherwise be in nursing homes but choose PACE's comprehensive care so they can maintain independence and live at home. PACE's benefits were even more evident during the pandemic. Our compassionate staff developed a unique PACE Without Walls program to serve seniors at home using telehealth, remote monitoring, mobile lab services and more. PACE also combated senior isolation by engaging them with regular phone calls, home-delivered activity kits and other outreach. Staff even created special drive-thru events in the parking lot so participants, riding in PACE vans or a family member's car, could safely see staff, enjoy lively music and have a bit of fun. Our PACE center is open again but the amazing approach to service during the pandemic won't soon be forgotten.

**Janeen Hill, Chapman University:** Chapman University has continued to expand its service to the external community in visible and invisible ways. For example, we continue to offer pro-bono speech language services to covid long-haulers. Throughout last year, Chapman offered a series of "Ask the Experts" webinars, available free to the community, to discuss all aspects of COVID, from economic impact to public health challenges. Chapman also maintained a robust, viable workforce whose paychecks were spent in Orange County.

**Mark Costa, Kaiser Permanente:** Kaiser Permanente Orange County continues to build on our social determinants of health strategies focused on increasing income, improving financial security, and reducing economic inequities through our business operations and community partnerships. In 2020, Kaiser Permanente provided \$1.26M through community health grant investments to community-based organizations. These investments help to house chronically homeless individuals and rehouse families experiencing homelessness, provide access to mental health services for teens and adults, and feed hungry seniors on fixed incomes. Our partnerships with schools and districts have grown as locally, we provide grants to school districts to help build resilience and foster healthier school environments for students, staff, and teachers. For some of our community, the pandemic and anti-hate incidences were the major cause of depression, anxiety, panic attacks, and suicide ideation. The support from Kaiser Permanente enables organizations to provide ongoing counseling, suicide prevention, and racial trauma and healing work in multiple languages to community members in need.

**Ramin Mousavi, CathWorks:** We moved CathWorks US headquarters to the beautiful Boardwalk in Irvine, and became a proud supporter of local organizations such as the Greater Irvine Chamber of Commerce, University of California, Irvine and OCTANE OC. We are growing fast and hiring that talent locally, and making investments that impact our community today and in the future. We also established a company-wide aspiring goal of 100% employee participation in at least one community-related non-profit activity and event, and we are proud that we achieved this goal in 2021, and we are on-track to achieve it again in 2022.

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# HEALTH AS IT SHOULD BE





## HEALTHCARE ROUNDTABLE



One of the most exciting diagnostic tools being developed today gives clinicians the ability to provide not only preventive but also predictive care by analyzing saliva for oral and systemic diseases.

**Stephen E. Thorne IV**  
*Founder & Chief Executive Officer*  
**Pacific Dental Services**



Telemedicine has the promise of expanding access to high-quality care to health care deserts.

**Janeen Hill**  
*Dean of the Crean College of*  
*Health and Behavioral Sciences*  
*and Acting Vice President for*  
*Research*  
**Chapman University**

**When you look at all the innovation happening within the healthcare sector today, what trends are you most optimistic about?**

**Robert T. Braithwaite, Hoag:** Technological advancements are unquestionably revolutionizing the way health care is delivered – and even more important, the way patients recover from procedures and live healthier, happier lives. Speaking from Hoag's experience, the most exciting and promising developments right now are in the fields of Virtual Reality (VR), Augmented Reality (AR) and Mixed Reality. Our physicians are using VR to assist surgeons with operations, as well as treat patients for pain management, and support with education and mindfulness tools. We believe so strongly in these emerging tools that we recently opened the Hoag Center for Advanced Visualization and Immersive Therapeutics. There, our physicians are researching, developing and implementing the latest VR/AR technologies to further enhance the patient experience. We've pioneered these remarkable technologies since 2015 and believe their role in health care delivery and patient care will only grow more prominent in the years ahead.

**Kevin P. Manemann, Providence Southern California:** Consumerism is changing the way healthcare is delivered. Consumers are becoming increasingly active and engaged in their care. They want to track their health conditions online, see test results on their electronic devices, connect with their doctor online and schedule appointments with a click of a button. The innovative Providence app is a patient's personal connection to great care. The app enables patients to access health information and receive great care wherever they are, including same day care with Providence ExpressCare clinics, Urgent Care and some primary care physicians. In addition, patients can see a qualified provider in minutes with ExpressCare Virtual. Consumerism has forced healthcare to deliver an exceptional care experience when and where patients want to receive it.

**John Kao, Alignment Healthcare:** As patients and providers become more comfortable with digital health technology, this will continue to drive even more innovation in virtual care, making health care more accessible and less defined by geographical confines. I'm optimistic about the greater focus on social determinants of health. Through the ACCESS On-Demand Concierge program, Alignment was able to address the social challenges that directly impede clinical outcomes for seniors such as food insecurity, loneliness and lack of transportation that often worsen chronic medical conditions. The critical need to address social determinants of health will lead to more partnerships between leading companies with like-minded missions to deepen patient care offerings. Alignment's partner network includes the likes of Papa Inc. for "Grandkids On-Demand" companion care, Peerfit Move for fitness and Uber Health for non-emergency transportation.

**Stephen E. Thorne IV, Pacific Dental Services:** One of the most exciting diagnostic tools being developed today gives clinicians the ability to provide not only preventive but also predictive care by analyzing saliva for oral and systemic diseases. Early diagnosis of disease is crucial to prevent complications that could have a negative impact on a patient's quality of life. Technological advances and clinical research during the past few decades have emphasized the potential of saliva analysis

due to the ease of collection and abundance of biomarkers such as genetic material and proteins. PDS-supported practices offer salivary diagnostic testing that measure the levels of oral bacteria and identify a patient's genetic risk factors, putting them on the path to better health.

**Janeen Hill, Chapman University:** COVID played an accelerating role in the acceptance of telemedicine as a viable form of health care. Telemedicine has the promise of expanding access to high-quality care to health care deserts.

**Ramin Mousavi, CathWorks:** At CathWorks, we have a front-row seat at the cross-section of digital health transformation and artificial intelligence. Meaningful integration of real-life and real-time data and deep machine learning is going to transform how patients are diagnosed and treated. We believe digital health can enable true personalized medicine and we see this as a meaningful way to partner with physicians and have an impact on the lives of patients globally.

**What is the biggest hurdle you face in your efforts to revolutionize healthcare and how are you overcoming it?**

**Michael Hunn, CalOptima:** The biggest hurdle to revolutionizing health care for Orange County's vulnerable population is having the right information at the right time so the right care is provided. In March, CalOptima's board, under the leadership of Supervisor Andrew Do, the Board Chair of CalOptima, debuted a five-year strategic vision to remove barriers to health care access for members, implement same-day treatment authorizations and real-time claims payments for providers, and annually assess members' social determinants of health. Using predictive automation, CalOptima will work to speed care to members through faster authorizations and identify needs of the whole person. Real-time provider payments will simplify working with CalOptima and potentially expand provider participation, which strengthens the health care safety net. Lastly, the technology investment will build connectivity with other Orange County agencies by launching a true Data and Information Exchange to reduce data silos and improve the delivery of care to members.

**Stephen E. Thorne IV, Pacific Dental Services:** Given the linkages between oral health and certain chronic diseases, increasing collaboration between the medical and dental fields has been one of the biggest hurdles to revolutionizing healthcare. There are many benefits to reimagining healthcare around each patient with clinical collaboration between providers happening throughout the system, including reducing medical costs and annual hospitalizations. But the biggest benefit of collaboration is the overall improvement of patient health. Now that the dental industry has moved to a digital ecosystem, one of the main challenges we faced was compartmentalized health data, where records are only accessible to providers on the same platform. To overcome this, PDS implemented Epic® into its supported dental practices, giving clinicians the ability to access relevant patient health history so they can provide comprehensive, coordinated care and vice versa – it gives our healthcare partners the ability to access their patient's dental records.

**Ramin Mousavi, CathWorks:** Healthcare changes very slowly. Even with disruptive

*continued on page B-56*



# DEFENDER OF CHILDHOOD



CHOC President and CEO Kimberly Chavalas Cripe leads a mighty brigade of physicians, nurses, researchers, and other healthcare professionals dedicated to defending childhood by partnering with parents to keep their kids healthy. Especially during the pandemic. With services like a free nurse helpline, 1-844-GET-CHOC, to expanded virtual care options, CHOC wants to ensure children have access to safe, high-quality care. Because all kids deserve to be happy and healthy. Long Live Childhood! **Learn more at [choc.org](https://choc.org).**





## HEALTHCARE ROUNDTABLE



We continue to look for and implement new ways to bring high-quality care directly to the communities we serve.

**Robert T. Braithwaite**  
President & Chief Executive Officer  
Hoag

technologies like CathWorks FFRangio System that is supported by strong and robust clinical evidence, regulatory cleared in all major market, it takes a long-time to introduce and integrate new solutions into hospitals. And that's missed opportunity to improve patients outcomes, improve healthcare costs, and increase productivity. There is still a gap between hospitals desire to change, and their willingness to lead the change.

#### How is the patient experiencing changing when accessing primary and specialty care?

**Robert T. Braithwaite, Hoag:** In person, through emails, surveys and other methods, Orange County residents have told Hoag they want access to world-class health care – but in ways that don't disrupt their busy lives. For our part, Hoag is responding by re-imagining the primary care experience in numerous ways, including an expanding network of neighborhood-centric urgent care centers, comprehensive community health centers, and our newly opened state-of-the-art facility, the Hoag On-Demand Care & Innovation Center in Newport Beach. With residents' convenience as a guide, the center offers Hoag Compass, a highly customizable digital health care delivery system that eases the health care journey, from enabling scheduling with providers to staying on top of important information such as test results. The goal of these resources is to make it easier than ever for residents to have access to outstanding care where, and when, they need it.

**John Kao, Alignment Healthcare:** While many patients, especially seniors, were first introduced to virtual care during the pandemic out of necessity, demand for both virtual preventive and specialty care will likely continue to expand, particularly among patients with chronic conditions. Even though we have the technology to deliver more care virtually, we must remember that for seniors, navigating these new digital systems can be both overwhelming and intimidating. It isn't enough to offer robust virtual care options, but we should design the systems in a way that places seniors first. This can mean more training on various devices to access virtual care or empowering them with tools that help them better understand their health, such as risk factors for age-related illnesses like diabetes or heart disease.

**Mark Costa, Kaiser Permanente:** A marked acceleration in innovation has taken place over the last 2 years, largely out of necessity due to the COVID 19 pandemic. Care delivery methods and options literally changed over a number of days and weeks rather than months and years. Out of this was born a more virtual and digital care experience for both patients and clinicians. In many ways, patients have many more care options than before the pandemic. Care can be accessed in person, through telephone visits, and via video visits. Our kp.org site has greatly expanded to offer more ease of use around communicating with care teams, accessing self-help information, and reordering prescriptions. Patients and clinicians have become more facile at using digital platforms across the board. While many have benefitted from this shift, patients still require face to face care especially when dealing with highly complex and complicated disease states, particularly when there is diagnostic uncertainty. With innovation comes the

responsibility and moral imperative that we are reaching all patient populations, particularly those that are the most vulnerable.

**Scott Shreeve, MD, Crossover Health:** It's rare to find a care experience that has been intentionally designed to yield an exceptional patient experience. Much of the challenge is that the traditional primary care model has been architected for the providers and payers, and so the patient experience becomes an afterthought (i.e. think about sitting half-naked in a gown in a cold room). At Crossover, when we think of our vision of "Health as It Should Be," the member always comes first. By asking members a series of engaging questions, providers empower them to think proactively about their health goals so they can work collaboratively to reach them. This approach also fosters trust, which is key. Additionally, surrounding members with a care team - including primary care providers, physical medicine professionals, mental health therapists, health coaches and care navigators – and allowing them to access care virtually, in-person, and asynchronously, puts them in the driver's seat on their own healthcare journey. For specialty care, members can count on Care Navigators to ensure they are never alone.

#### What is the best way for consumers to ensure they have access to their preferred physicians and healthcare services?

**Robert T. Braithwaite, Hoag:** Patients understandably want access to health care in a variety of ways, and our goal is to connect them with their physicians as quickly and conveniently as possible. One way we're achieving this is through a new program called "Hoag at Home," an evolution in our commitment to the community that is in response to Orange County's changing demographics. The program lets us deliver, in the comfort of residents' homes, the world-class care that is delivered in Hoag hospitals, physician offices and health centers. We continue to look for and implement new ways to bring high-quality care directly to the communities we serve. This includes the ongoing growth of our health centers and urgent care facilities. Importantly, it also includes offering our nationally recognized specialized services in areas including cancer, neurosciences, heart and vascular, digestive health and women's health, in outpatient settings where the community can easily access them.

#### What are some of the biggest changes shifting from a volume-based healthcare system to a value-based care system?

**Kim Mikes, Hoag Orthopedic Institute:** Quality and value have become the ubiquitous terms of today's health care environment. Everyone seeks more value out of their health care dollar. HOI was organized by our elite orthopedic physician founders to be a pioneer (and Harvard Business School's case study) of a value-based model of care, which means we copiously measure our quality as well as the cost of care, to ensure the best outcomes at a reasonable cost. As a physician-owned orthopedic and spine health care organization, HOI has been at the forefront of innovative payment models that leverage our nationally recognized outcomes and value. We publish an annual public report about our quality outcomes. The result: For eight consecutive years, more Californians selected HOI for their

*continued on page B-58*





LEADING A MOVEMENT TO

CHANGE

HEALTH CARE

ONE PATIENT AT A TIME



*JOHN KAO*

Alignment Healthcare  
CEO and Founder

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## HEALTHCARE ROUNDTABLE



Unsustainable rises in benefit costs challenge employers to manage expenses while providing employees healthcare options they want and deserve.

**Barry Arbuckle**  
*President & Chief Executive Officer*  
MemorialCare



If we do not address pediatric mental health, we will never achieve a fully healthy community; true wellness must incorporate both physical health and mental health.

**Kimberly Chavalas Cripe**  
*President & Chief Executive Officer*  
CHOC

joint replacement surgery than any other facility in the state and the highest volume in the Western United States, which is a testament to our value-based focus and quality footprint.

**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. As we transition to value-based care post COVID-19, one of the biggest challenges all health systems face is patients returning to their pre-pandemic cadence of annual physical exams, important health screenings such as mammograms and colonoscopies, and follow-up care. Many patients avoided care during COVID-19, which is why we're seeing avoidable complications in patients with chronic disease and higher acuity patients in our hospitals. Many of these conditions necessitate invasive treatment and lengthy hospital stays, which strain all health systems focused on post-pandemic recovery.

**Barry Arbuckle, MemorialCare:** Unsustainable rises in benefit costs challenge employers to manage expenses while providing employees healthcare options they want and deserve. As early value-based care innovators, MemorialCare has the data to prove its advantages in advancing health, wellness and access to the right care in the right location whether in person or virtual. This helps ensure exceptional patient engagement, patient experience and outcomes. MemorialCare's diversified care network offers unique advantages with Southern California's largest number of value-based employer and health plan contracts—critical to solving today's economic challenges. We assume financial risk for defined populations and ensure quality, service and cost targets are met. With 225 care locations, including four hospitals, stretching over wide areas, we're uniquely positioned to provide consumers, employers and health plans quality, convenient, affordable care. Our customized, Direct-to-Employer contract between MemorialCare and The Boeing Company significantly reduces healthcare costs for employees and Boeing. By adding value-based plans, employers can achieve substantial savings as well as improve employee satisfaction and engagement.

**Scott Shreeve, MD, Crossover Health:** The current fee-for-service payment model is a root cause contributor to many of the inefficiencies and inadequacies of the U.S. healthcare system. The recent telehealth boom provides a strong case study for why systemically entrenched methods of payment must be replaced. While the pandemic accelerated the use of virtual care, it also brought up the issue of paying for these new innovations with old billing codes. Significant challenges remain in getting paid for the new behaviors technology enables. Instead of waiting years for new billing codes, the payment model should lead the care model by paying for the health outcomes instead of the health process. If the same or better health outcomes can be achieved, it shouldn't matter what care channel is used. Emerging technologies and consumer behaviors will continue to require adaptive payment models that

pay for outcomes and not activity. Value-based payment models hold the promise to unleash new innovation by allowing creative approaches to care to flourish.

**What is the biggest challenge facing the mental health and wellness of our community? What is the opportunity to solve this challenge?**

**Kimberly Chavalas Cripe, CHOC:** The COVID-19 pandemic significantly worsened what was already a mental health crisis among children. If we do not address pediatric mental health, we will never achieve a fully healthy community; true wellness must incorporate both physical health and mental health. By focusing on early identification and treatment among our youth, we can help prevent long-term consequences, including lower educational achievement and increased substance abuse. We need more robust services in places serving children, like our schools and pediatricians' offices. As a community, we need to work together to create an easily navigated system of care where children can access high-quality behavioral health treatment.

**Sasha Yamaguchi, Cigna:** Exhaustion and pandemic fatigue are certainly big challenges, but an even bigger challenge is the uncertainty we all face from the constant threats posed by new virus variants and a seemingly never-ending pandemic. Employers need to continue to remind people to be kind to themselves and to one another. It's critically important to create a workplace where people feel valued, respected, appreciated, and connected to one another. Cigna's research on resilience shows how important it is to have meaningful connections in the workplace. Above all, employers need to help destigmatize mental health, because it remains a significant barrier to people accessing care. The more we talk about whole person health and the mind/body connection, the more we can normalize mental health and destigmatize it.

**The COVID-19 pandemic illustrated that while health systems operate independently, they are each affected by similar regional and national public health challenges. How is your system collaborating in your regional to improve the public health environment in your hospitals and in the community?**

**Chad. T. Lefteris, UCI Health:** Early in the pandemic, UCI Health clinicians and researchers had the privilege of working in partnership with the Orange County Health Care Agency and CalOptima to improve infection prevention training in nursing homes. The speed in launching that critical program rested on existing relationships UCI leaders like Dr. Susan Huang have developed to meet public health challenges that existed before the pandemic, and which will be with us afterward. Among the biggest challenges is the persistence of hidden multi-drug resistant organisms such as MRSA that can be found among patients in virtually every healthcare facility in the region, from acute care hospitals to skilled nursing facilities and other nursing homes. This partnership is identifying ways to reduce the burden of healthcare-associated infections among all providers in Orange County, and, in the

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# CATHWORKS™



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## HEALTHCARE ROUNDTABLE



Employers can play a meaningful role in normalizing conversations on mental health and providing their employees and their families with educational resources and access to mental health services.

**Marshall Moncrief**  
*Chief Executive Officer*  
**Be Well OC**

process, improve patient health, reduce costs of care and benefit health systems across the region.

**Marshall Moncrief, Be Well OC:** The active ingredient of Be Well OC is collaboration. Be Well is the Stone Soup approach to building a world-class system of mental health care. The problem is big, and the solution will be extraordinary when each sector of our community lends to the effort what that sector can uniquely contribute. In fact, the success of the Be Well OC model is in the willingness of the Orange County community to come together to build what we need, and show the country unified community leadership. The children's tale Stone Soup tells the story of a little town where every villager contributes what they can to one big and growing pot of soup. The result is wonderful and feeds the whole village. When the Be Well OC is the Stone movement began several years ago, it was our mission to create optimal health and wellness for all Orange County residents by truly transforming the system of mental healthcare. It was an audacious goal. Depression, anxiety and suicide were already epidemics, and the pandemic added fuel to the already existing fire. Providers across the community were feeling these effects and were overwhelmed with calls for care not only for physical health, but also for mental health issues. At that moment, it became clear that the work we were undertaking – already desperately needed – was even more urgent than ever before.

**With many employers implementing return to office programs, how do you think this will affect the mental health and well-being of the Orange County community? While some people are excited about the prospect of returning to the office, for others it creates fear and anxiety. What best mental health practices should employers keep in mind?**

**Marshall Moncrief, Be Well OC:** The idea of returning to the office triggers mixed emotions. For many, returning brings relief and a sense of normalcy. At the same time, employers will benefit from sensitivity to the needs of employees troubled by returning. Employers can play a meaningful role in normalizing conversations on mental health and providing their employees and their families with educational resources and access to mental health services. Mental health challenges impact the bottom line. According to a study by McKinsey, 1 in 3 employees feel that return to the workplace has had a negative impact on their mental health, citing anxiety, depression and social anxiety. There are productivity and cost implications to that reality. Each year, it's estimated that nearly \$1 trillion in productivity is lost due to depression and anxiety.

**Innovation is needed now more than ever to address long-simmering healthcare problems and to meet new challenges. How is your institution creating a culture of innovation that translates to improved patient care?**

**Robert T. Braithwaite, Hoag:** Hoag is one of only a handful of hospitals nationwide that are addressing this important issue by combining a personalized, community-based approach with cutting-edge medicine, renowned specialists and access to clinical trials. We like to refer to this approach as "privademic," because it combines the best of both worlds – the agility and

personalized approach of a private, non-profit hospital with the world-class innovations of an academic institution. This approach is powering our ability to identify and meet the evolving needs of our community quickly and effectively. We are better able to draw on our strengths: speed, flexibility, creativity and evidenced-based innovation. And when it's in the best interests of the community, this platform enables us to partner with other health care providers, payors, employers, companies and organizations to bring the best care to Orange County.

**Sasha Yamaguchi, Cigna:** Innovation, particularly through technology, is key to improving the health care experience and making health care simpler and more affordable. Several years ago we established Cigna Ventures as the investment arm of Cigna. It researches and invests in technology companies in three broad areas: Insights and Analytics, Digital Health, and Care Delivery and Enablement. Cigna Ventures has invested in companies such as Omada (diabetes prevention) Buoy Health (Covid-19 symptom checker), Ginger (behavioral health and coaching), Cricket Health (kidney care), and many more, all with the goal of harnessing technology to make it easier for people to access care and more effectively manage their health.

**Chad T. Lefteris, UCI Health:** We are leveraging innovation on a scale unmatched in Orange County. The recently announced UCI Institute for Precision Health will marry the powerhouse clinical and research excellence of UCI Health and the Susan & Henry Samueli College of Health Sciences with the engineering, machine learning, artificial intelligence, clinical genomics and data science capabilities of a leading public research institution to improve the health and wellness of individuals and confront the societal challenges of health equity and the high cost of care. The new UCI Health Innovation Fund will join the expertise of UCI leaders with the hotbed of innovation in healthcare technology and services in Orange County and beyond. These efforts position us to expand patient access to care in novel ways and better manage chronic conditions that are among the most pressing challenges facing the healthcare industry.

**John Kao, Alignment Healthcare:** When it comes to developing a culture of innovation, we empower and encourage our teams to develop innovative products and services to better meet the constantly evolving needs of seniors, resulting in being first-to-market among Medicare Advantage plans. This is evidenced by our ACCESS On-Demand Concierge "Black Card" and other social determinants of health benefits, such as pet sitting, pest control, personal emergency response system and acupuncture services. Alignment recently announced a first-of-its-kind partnership with GRAIL to offer its groundbreaking, multi-cancer early detection blood test Galleri to members. Alignment is the first Medicare Advantage plan to offer the Galleri test as a complement to recommended single cancer screenings. By addressing key gaps in health care delivery, leveraging innovative technology and redefining best practices, we've been successful in reducing costs and improving lives, fulfilling our commitment to putting seniors first and consequently transforming senior care in this country.

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## HEALTHCARE ROUNDTABLE



Changes in the structure of care – including lower costs and more equitable access, alongside addressing social determinants of health – could make a meaningful impact on the health of our nation.

**Scott Shreeve, MD**  
**Founder & Chief Executive Officer**  
**Crossover Health**

**Stephen E. Thorne IV, Pacific Dental Services:** PDS has long been a leading investor in advanced, proven technology that helps our supported dentists continually raise the standard of care for their patients. Whether we develop it ourselves through our internal PDS Innovations Team or through partnerships with other health leaders, we are constantly working to envision, develop and operationalize technology and tools that help dentists raise their game and improve the patient experience.

**Barry Arbuckle, MemorialCare:** For more than two decades, the MemorialCare Innovation Fund has successfully partnered with 50-plus companies, bringing strategic investment funding and a valuable gateway to accelerate development in healthcare information technology, healthcare services and medical device sectors. This places MemorialCare in the unique position to work alongside entrepreneurs and innovative organizations to help develop and refine their products, services and technology. These activities further MemorialCare's mission and meet the needs of patients, physicians, staff and communities locally and globally—improving access to care, health equity and outcomes with reduced costs. For the Innovation Fund, a company's strategic relationship and involvement with MemorialCare is as important as the investment opportunity. Value creation comes from offering an extensive pool of healthcare talent, experience, knowledge and opportunity available through access to MemorialCare's extensive care network. These efforts help MemorialCare significantly improve performance and advance its standing as a pioneer and innovator in best practice, evidence-based medicine and advanced information technology.

**Scott Shreeve, MD, Crossover Health:** When I was working in the ER as a physician, I encountered patients daily who had been failed by the healthcare system and who shouldn't have ended up there in the first place. During this time, I frequently thought about how changes in the structure of care – including lower costs and more equitable access, alongside addressing social determinants of health – could make a meaningful impact on the health of our nation. After landing on foundational Primary Health as the right approach, versus primary care alone, I took the steps to launch Crossover Health's first practice. We learned fast, iterated faster and were fearless in pushing forward the vision of delivering Health as It Should Be. Diverse employers across the country have been quickly recognizing the value of this model. The story of Crossover's beginning is shared with all of our employees to invoke a spirit of fearlessness and the relentless pursuit of what can and will be.

**Homelessness and behavioral health are key issues in Orange County. How has your organization contributed or plans to contribute to address this critical need?**

**Michael Hunn, CalOptima:** People experiencing homelessness are likely CalOptima members whether they are enrolled or not. So it's a top priority to meet their health care needs wherever they are. In March, our board, under the leadership of Supervisor Andrew Do, the Board Chair of CalOptima, announced plans to launch Orange County's first street medicine program. The \$8 million program will improve homeless health by

putting urgent care-like services on the streets in real time. Similarly, CalOptima has long been committed to better behavioral health care. We were an early partner in the Be Well OC movement supporting comprehensive, coordinated services, and Be Well's Orange campus has served more than 2,400 CalOptima members since it opened. CalOptima also supports integrated mental health services by directly administering Medi-Cal benefits for mild to moderate conditions. And there's no wrong door — members call one number to get access to the mental health care they need.

**Marshall Moncrief, Be Well OC:** Families across Orange County are suffering in the face of increasing mental illness and substance use disorders. For many families, these challenges have led to devastating outcomes. Be Well OC is addressing this head-on, bringing together organizations and key stakeholders from across our community to build a world-class mental health system for all Orange County residents. The first Be Well Campus opened in 2021, the first visible sign of systems change spearheaded by the Be Well Coalition. In just over 15 months, Be Well OC has served more than 4,500 clients – regardless of payor – with crisis stabilization, substance use treatment and co-occurring disorders services. Be Well has also collaborated with county leadership and several cities, including Huntington Beach, Garden Grove, Anaheim, Irvine and Newport Beach to launch Mobile Response Teams providing in-community assessment and stabilization of individuals experiencing mental health or substance use challenges. Outside of these milestones, there is so much work that happens every day to help those in need, 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 neighbors and loved ones.

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

**Why is it important for people to take their oral health seriously?**

**Stephen E. Thorne IV, Pacific Dental Services:** In 2000, the Surgeon General released the report Oral Health in America which stated, "You cannot have good general health without good oral health." This ignited over two decades of research efforts to study the link between bacteria and inflammation in our mouths and their impact on the

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# Working Better. Together. For a Healthy OC



## The strength of any community starts with the health of all its residents.

As Orange County's community health plan, CalOptima covers 1 in 4 residents. Our new vision will help us serve members even better and improve our partnership with health care providers.

## Our vision by 2027

- Same-Day Treatment Authorizations
- Real-Time Claims Payments
- Annual Assessments of Members' Social Determinants of Health

## Our Health Plans

### Medi-Cal

Health coverage for low-income individuals, families, seniors and people with disabilities

### OneCare and OneCare Connect

Coordinated care for people who have Medicare and Medi-Cal

### PACE

Comprehensive health care and social services to keep frail seniors independent



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## HEALTHCARE ROUNDTABLE



Above and beyond routine health maintenance, we see a major challenge in addressing the root causes of health conditions in our vulnerable population.

**Michael Hunn**  
*Chief Executive Officer*  
CalOptima

rest of our bodies. Through those efforts, we now understand that what happens in the mouth can indicate and even cause systemic conditions throughout the body. We at PDS call this The Mouth-Body Connection®. Periodontal disease has been connected to systemic health conditions such as cardiovascular disease, diabetes, Alzheimer's disease, pre-term/low weight births, cancer and more. Conversely, the link is often bi-directional. Many systemic diseases, conditions and even medications can affect a patient's oral health. A dental visit is not simply about caring for your teeth and gums, it is also about improving your overall health.

**Sasha Yamaguchi, Cigna:** It's all about whole person health. Sometimes people forget about – or avoid – dental care, as if the mouth and teeth aren't part of the body! In fact, during a routine exam, a dentist can detect oral cancer, as well as the first signs of many medical issues like diabetes, leukemia, or heart disease. So a dental exam plays an important role in preventive care. Moreover, dental and oral issues can lead to medical complications. For example, some studies have shown that people with poor oral health tend to have higher rates of heart disease and stroke. And chronic conditions, such as kidney disease and diabetes, can cause periodontal disease and oral infections, and menopause and pregnancy can also affect oral health. For all of these reasons, people should take oral health seriously, at all ages and stages of life, and regular dental check-ups should start in childhood.

**As one of most important leaders in Orange County's healthcare system, what do you see as the greatest healthcare challenges for Orange County in the near-term?**

**Michael Hunn, CalOptima:** There's a big challenge in transitioning from the pandemic back into regular health care routines. CalOptima is encouraging members to get the preventive care they may have delayed, such as cancer screenings, immunizations and well-care visits. We are promoting these covered services with community outreach, social media campaigns and other advertising. Above and beyond routine health maintenance, we see a major challenge in addressing the root causes of health conditions in our vulnerable population. CalOptima is actively focused on the social determinants of health, including food insecurity and housing. In partnership with the County Social Service Agency, we are highlighting the availability of food benefits through CalFresh so members are able to buy healthier food. And through a new state program known as California Advancing and Innovating Medi-Cal (CalAIM), CalOptima is supporting certain eligible members in securing housing-related services. Food and housing are inextricably linked to overall health.

**Marshall Moncrief, Be Well OC:** One of the greatest challenges for the Orange County healthcare system is access to mental health care. Rates of depression, anxiety, substance use, and the related challenges of suicide and homelessness were each considered epidemic

prior to Covid. The pandemic furthered the crises. Too often, our families and neighbors in need are unable to connect to the right care in the right place when they need it. Success in addressing these challenges starts with acceptance that the mental health sector alone cannot solve this complex and pervasive health challenge. The Be Well OC movement brings together a robust, community-based, cross-sector strategy – public-private healthcare, academic institutions, faith community, law enforcement, private business, and others – to positively impact those challenges that diminish mental health and well-being. Everyone is needed to build a unified system that not just moves the needle, but sets Orange County as the national model for how it gets done.

**Janeen Hill, Chapman University:** In both the near- and long-term, one of the greatest challenges is a robust healthcare workforce that can address the needs of our aging population and is comprised of healthcare professionals from diverse backgrounds. The county is not replacing its diminishing workforce fast enough as more and more healthcare professionals are retiring early. The county is not educating enough healthcare professionals to address the needs of older people. The county is not educating an ethnically diverse workforce to provide care to the multiple ethnic communities found in Orange County.

**Mark Costa, Kaiser Permanente:** In the near term I see some of the greatest challenges for Orange County are the effects of deferred care over the past two years and the resulting more acute care needs like cancers and heart disease. The mental health crisis that the community faced pre pandemic will continue to be a challenge and in fact has likely been exacerbated as a result of the pandemic. In addition to this the financial impact of the pandemic on the community could exacerbate this crisis as individuals may not be able to afford the healthcare they need.

**How is the dental industry integrating oral health with traditional medicine?**

**Stephen E. Thorne IV, Pacific Dental Services:** We understand that good oral health means good overall health. As leaders in the industry, Pacific Dental Services® (PDS) has long advocated for closer collaboration between dental and medical professionals to improve systemic health outcomes for patients. Dental-Medical Integration (DMI) is not only an initiative supported by the CDC, but it is a top priority for the entire PDS community. We have invested heavily in training, technology, and equipment to assist our supported clinicians with access to relevant data so they can provide more holistic care to their patients. Further building on the idea of whole-body health, PDS has opened supported practices where general dentistry and medical care are available in one convenient location. This innovative concept increases access to integrated, comprehensive health care by offering primary medical care, oral health care, blood and salivary testing, preventative medicine, chronic disease management and more – all under the same roof.





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# Be Well



## HOPE HAPPENS HERE.



**Be Well**

ORANGE COUNTY

***Be part of the movement transforming mental health care for all Orange County residents.***

Since opening the doors in 2021, Be Well OC has served more than 4,500 clients with excellence in mental health care and launched an innovative mobile response team bringing care directly to those that need it most. The reach continues to expand by aligning more donors, businesses, hospitals, academic and faith-based institutions, and community leaders to meet the extraordinary need for a world-class system of mental health care for all Orange County residents.

***Join the movement at [bewelloc.org](https://bewelloc.org)***