



A member of the  
St. Joseph Hoag Health alliance

# Implementation Strategy

*Hoag Hospital Newport Beach + Hoag Hospital Irvine + Hoag Orthopedic Institute*

**FY2018 - FY2020**

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## **About the Implementation Strategy**

An Implementation Strategy is required by federal tax law set forth in Internal Revenue Code section 501(r). It is a written plan that describes how the hospital plans to address the significant health needs identified in the Community Health Needs Assessment or identifies the health needs the hospital does not intend to address and explains why the hospital does not intend to address the health need. In 2017, Hoag Hospitals conducted a Community Health Needs Assessment (CHNA) to assess the significant health needs for the hospitals' service area. Information on the CHNA process and a copy of the report can be found at [www.hoag.org/about-hoag/community-benefit/reports/](http://www.hoag.org/about-hoag/community-benefit/reports/). Public comment on the CHNA is encouraged and comments are used to inform this work.

The CHNA and the resulting Implementation Strategy identify and address significant community health needs and help guide the hospitals' community health improvement programs and community benefit activities, as well as its collaborative efforts with other organizations that share a mission to improve health. This Implementation Strategy explains how Hoag plans to address the significant health needs identified by the CHNA.

## **Joint Implementation Strategy**

The IRS regulations allow for the conduct of joint Community Health Needs Assessments (CHNA) when hospitals define their service area communities the same. In compliance with these regulations, the CHNA was conducted jointly by Hoag Hospital Newport Beach, Hoag Hospital Irvine and Hoag Orthopedic Institute. The regulations also state that hospitals that adopt a joint CHNA may also adopt a joint Implementation Strategy. For a collaborating hospital to meet the requirements a joint Implementation Strategy must:

- Clearly identify the collaborating hospital facilities;
- Clearly identify the hospital facility's particular role and responsibilities in taking the actions described in the Implementation Strategy and the resources the hospital facility plans to commit to the actions; and
- Include a summary or other tool to easily locate those portions of the joint Implementation Strategy that relate to the hospital facility.

This Implementation Strategy was conducted jointly by Hoag Hospital Newport Beach, Hoag Hospital Irvine and Hoag Orthopedic Institute. The hospitals' actions in addressing the selected health needs will be designated for each health need. A summary of actions for each hospital facility is provided in Attachment 1.

## **About Hoag**

Hoag is a nonprofit regional health care delivery network in Orange County, California, that treats more than 29,000 inpatients and 305,000 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. Hoag Health includes seven health centers, ten urgent care centers, and a network of more than 1,500 physicians, 5,000 employees, and 2,000 volunteers. Hoag offers a comprehensive blend of health care services, which includes five institutes that provide specialized services in the following areas: cancer, heart and vascular, neurosciences, women’s health, and orthopedics. The Hoag Orthopedic Institute consists of an orthopedic hospital, and two ambulatory surgical centers.

### **St. Joseph Hoag Health**

In 2013, Hoag entered into an alliance with St. Joseph Health to further expand health care services in the Orange County community, known as St. Joseph Hoag Health. The St. Joseph Hoag Health network, which is also affiliated with CHOC Children’s, focuses on meeting the big challenges of health care today, including expanding access, improving wellness and preventive services, ensuring quality and developing more efficient methods in the delivery of care.

### **Hoag Community Benefit**

Hoag’s dedication to the community began at its inception, and as the hospital continued to expand its outreach efforts, it became clear that a structured program was necessary. In 1995 the hospital established the department of Community Benefit, which is charged with improving the health of the vulnerable population in Orange County, California. The Department of Community Health is responsible for the coordination of Hoag’s Community Benefit Program, and provides services to assist the low-income and underserved in the community. The program focuses on two principal strategies:

- Provide necessary health care-related services, which are unduplicated in the community.
- Provide financial support to existing community-based nonprofit organizations that already provide effective health care and related social services to meet community health needs.

The Department of Community Health provides direct services to the community through Community Case Management, Mental Health and Psychotherapy Services, and Health Ministries/Parish Nursing. In addition to these services, many other Hoag departments provide community health services including education and support groups, which are free to the community.

## Service Area

Hoag Hospital Newport Beach is located at 1 Hoag Drive, Newport Beach, CA 92663.

Hoag Hospital Irvine is located at 16200 Sand Canyon Avenue, Irvine, CA 92618.

Hoag Orthopedic Institute is located at 16250 Sand Canyon Avenue, Irvine, CA 92618.

The Hospitals' service area is comprised of 27 cities/communities located in 53 zip codes. All of these zip codes are located in Orange County except for Long Beach (90803), which is in Los Angeles County.

City	Zip Code	City	Zip Code
Aliso Viejo	92656	Midway City	92655
Corona Del Mar	92625	Mission Viejo	92691, 92692
Costa Mesa	92626, 92627	Newport Beach	92660, 92661, 92662, 92663
Dana Point	92629	Newport Coast	92657
Fountain Valley	92708	Orange	92866, 92867, 92868, 92869
Garden Grove	92843, 92844	Rancho Santa Margarita	92688
Huntington Beach	92646, 92647, 92648, 92649	Santa Ana	92701, 92703, 92704, 92705, 92706, 92707
Irvine	92602, 92603, 92604, 92606, 92612, 92614, 92617, 92618, 92620	Seal Beach	90740
Laguna Beach	92651	Sunset Beach	90742
Laguna Hills	92653	Trabuco Canyon	92679
Laguna Niguel	92677	Tustin	92780, 92782
Laguna Woods	92637	Villa Park	92861
Lake Forest	92630	Westminster	92683
Long Beach	90803		

## Service Area Map



The population of the Hoag service area is 1,987,696. Among area residents, 21.9% are children and youth, 63.9% adults, and 14.1% seniors. The service area has a higher percentage of seniors than found in the county (13.5%) and the state (13.3%). In the Hoag service area, 46.4% of the population is White and 31.1% of the population is Hispanic or Latino. Asians make up 18.1% of the population and the remaining races/ethnicities comprise 5.5% of the population. In the service area 56.1% of the population speaks English only. Spanish is spoken in 24.8% of the homes in the service area. An Asian or Pacific Islander language is spoken in 13.6% of service area homes.

## **Community Health Needs Identified in the 2017 CHNA**

The Community Health Needs Assessment (CHNA) incorporated demographic and health data for the communities served by the hospital. Significant health needs were identified from issues supported by primary and secondary data sources gathered for the CHNA. The needs were indicated by secondary data sources, focus groups and community stakeholder interviews. Health indicators were considered significant health needs when they exceeded benchmark data, specifically county or state rates or Healthy People 2020 objectives. The following significant health needs were identified:

- Access to Health Care
- Asthma
- Cancer
- Cardiovascular Disease
- Economic Insecurity/Housing/Homelessness/Transportation
- Mental Health
- Overweight and Obesity
- Preventive Practices
- Substance Abuse

## **Implementation Strategy Development**

The Implementation Strategy was developed with input from the hospital Community Benefit Committee and the Department of Community Health. The following criteria were used to determine which significant health needs Hoag hospital facilities will address in the Implementation Strategy:

- **Organizational Capacity:** There is capacity to address the issue.
- **Existing Infrastructure:** There are programs, systems, staff and support resources in place to address the issue.
- **Ongoing Investment:** Existing resources are committed to the issue. Staff time and financial resources for this issue are counted as part of our community benefit effort.
- **Focus Area:** Has acknowledged competencies and expertise to address the issue and the issue fits with the organizational mission.

As a result of the review of needs and application of the above criteria, Hoag will address: access to care; economic security; mental health; chronic disease prevention, including obesity prevention and chronic disease management, through a commitment of community benefit programs and charitable resources.

## **Access to Care**

Access to health care affects a person's health and well-being. Reliable access to health services can prevent disease and disability, reduce premature death and increase quality of life. Health insurance coverage is considered a key component to accessing health care. The service area insurance rate is 84.7%. In Orange County, 49.9% of the population has employment-based health insurance; 19.4% are covered by Medi-Cal and 11.3% of the population has coverage that includes Medicare. Delayed care may also indicate reduced access to care; 11.3% of Orange County residents reported delaying or not seeking medical care and 10.8% reported delaying or not getting their prescription medication in the last 12 months.

Community input on access to care indicated that while more persons now have insurance coverage as a result of the Affordable Care Act, insurance copays are high and necessary care isn't always covered. Many people may access care in the ED because they do not have a primary physician who can see them in a timely manner.

## **Chronic Disease**

Chronic disease encompasses a wide range of health issues including, arthritis, diabetes, cardiovascular disease, cancer and asthma, among others. In Orange County, cancer, heart disease and Alzheimer's disease were the top three leading causes of death (age-adjusted, 2011-2013). Diabetes is a growing concern in the community; 7.1% of adults in Orange County have been diagnosed with diabetes, and 9.2% have been diagnosed as pre-diabetic. In Orange County, 10.7% of the population has been diagnosed with asthma in their lifetime. 93.2% have had symptoms in the past year, and 48.9% take daily medication to control their asthma. Among Orange County youth, 17.2% have been diagnosed with asthma in their lifetime, 39.6% have visited the ER as a result of their asthma, and 60.1% take daily medication to control their asthma.

Community stakeholders noted that living in poverty is a big stressor that leads to chronic diseases. There is a lack of access to preventive practices. People don't have time for exercise and they do not have access to fresh fruits and vegetables. Being overweight has a tremendous impact on chronic disease. Policies are needed on land use, access to fruit and vegetables, and environments that are safe to be physically active in. This will impact the root causes of chronic diseases. There needs to be an emphasis on prevention and lifestyle changes to reduce chronic diseases.

## **Economic Security**

Education, adequate employment and housing are components that provide a level of economic security for individuals and families. Among area residents, 12.5% are at or below 100% of the federal poverty level (FPL) and 28.8% are at 200% of FPL or below

(low-income). Examining poverty levels by age group indicates that 16.4% of children in the service area live in poverty and 8.7% of seniors live in poverty. In the service area, the high school graduation rate is 92%. Of the population age 25 and over, 15.3% in the service area have not attained a high school diploma.

Stakeholders noted that poverty, poor housing, racism, lack of education and unemployment all impact the health of the community. There are socioeconomic disparities in Orange County, which result in low-income populations who lack adequate health care coverage, housing and education. Inadequate transportation in Orange County impacts individuals' ability to access jobs, health care and social service resources.

### **Mental Health**

Mental illness is a common cause of disability and may result in individuals at-risk for substance abuse and violent behavior. In Orange County, 6.3% of adults experienced serious psychological distress in the past year. Among adults, 9.9% saw a health care provider for emotional, mental health, alcohol or drug issues, however, 55.3% of those who sought or needed help did not receive treatment. In Orange County, 33.1% of teens needed help for an emotional or mental health problem.

Community stakeholders shared that among refugees mental health is a taboo topic. There are gaps in resources for people with mental health issues, including an access barrier for people of different cultures and languages. Mental health issues are underdiagnosed in the poorest populations and there is a lack of quality services addressing these needs. In Orange County, there are not enough areas to admit patients in psychiatric crisis or enough places to go for care. Patients continue to worsen and the only place to go is the ED because they are gravely disabled, homicidal or suicidal.

Prioritized Community Health Needs	Needs Selected by the Hospitals	Criteria for Selecting Needs	Needs Not Selected
<ul style="list-style-type: none"> <li>Economic Security: Housing, Homelessness, Transportation</li> <li>Mental Health</li> <li>Access to Health Care</li> <li>Preventive Practices</li> <li>Substance Abuse</li> <li>Overweight and Obesity</li> <li>Cancer</li> <li>Cardiovascular Disease</li> <li>Asthma</li> </ul>	<ul style="list-style-type: none"> <li>Economic Security: Housing, Homelessness, Transportation</li> <li>Mental Health</li> <li>Access to care</li> <li>Prevention and Management of Chronic Disease (Includes Overweight and Obesity)</li> </ul>	<ul style="list-style-type: none"> <li>Organizational Capacity</li> <li>Existing Infrastructure/Partnerships</li> <li>Ongoing Investment</li> <li>Focus Area</li> </ul>	<ul style="list-style-type: none"> <li>Substance Abuse</li> </ul>

## Hoag’s Implementation Strategy

The Implementation Strategy was developed with input from the Community Benefit Committee and the Department of Community Health. For each health need the hospitals plan to address, the Implementation Strategy describes: actions the hospitals intend to take, including programs and resources it plans to commit; anticipated impacts on these actions; and planned collaboration with other organizations.

Health Need: Economic Security
<b>Strategies</b>
<ol style="list-style-type: none"> <li>1) Research the existing organizations and resources available (i.e. housing, homelessness, transportation, career development) to identify community assets and gaps. (HHNB, HHI)</li> <li>2) Provide funding and/or in-kind support to community nonprofit organizations that focus on economic security measures. (HHNB, HHI)<sup>1</sup></li> <li>3) Build community capacity by providing collaborative partners with space and resources at the Melinda Hoag Smith Center for Healthy Living. (HHNB, HHI)</li> </ol>
<b>Expected Outcomes for this health need</b>
<ul style="list-style-type: none"> <li>Increase access to supportive services for individuals and families to help them maintain stability and self-sufficiency.</li> </ul>

<sup>1</sup> Indicates each hospital’s particular role in taking action to address the significant health needs: HNB = Hoag Newport Beach; HI = Hoag Irvine; HOI = Hoag Orthopedic Institute.

<ul style="list-style-type: none"> <li>• Leverage Hoag assets to build capacity among community organizations to improve food, housing, employment and education among at-risk populations.</li> </ul>
<b>Health Need: Mental Health</b>
<b>Strategies</b>
<ol style="list-style-type: none"> <li>1) Provide mental health care services through Hoag’s Mental Health Center primarily focused on the low-income population. (HHNB, HHI)</li> <li>2) Provide funding and/or in-kind support to community nonprofit organizations that focus on mental health that goes beyond our scope of care. (HHNB, HHI)</li> <li>3) Provide workforce development opportunities (internships, internal and external professional development). (HHNB, HHI)</li> <li>4) Use existing pathways to expand our continuum of care. (HHNB, HHI)</li> </ol>
<b>Expected Outcomes for this health need</b>
<ul style="list-style-type: none"> <li>• Increase access and remove barriers to mental health care services in community settings.</li> <li>• Provide bilingual, bicultural mental health care services to people who otherwise could not obtain mental health services.</li> <li>• Bridge gaps, improve referrals and increase coordination among mental health care providers and community resources and programs.</li> <li>• Leverage Hoag assets to build capacity among community clinics and community organizations to improve access to mental health care.</li> </ul>

<b>Health Need: Access to Care</b>
<b>Strategies</b>
<ol style="list-style-type: none"> <li>1) Provide financial assistance through free and discounted care for health care services, consistent with the hospital’s financial assistance policy. (HHNB, HHI)</li> <li>2) Offer information and enrollment assistance for no cost and low-cost insurance programs. (HHNB, HHI)</li> <li>3) Provide funding and/or in-kind support to community clinics. (HHNB, HHI)</li> <li>4) Provide in-kind support to community clinics for orthopedic surgeries. (HOI)</li> <li>5) Provide funding and/or in-kind support to community nonprofit organizations that reduce barriers to accessing care. (HHNB, HHI)</li> <li>6) Provide partners with space and resources at the Melinda Hoag Smith Center for Healthy Living. (HHNB, HHI)</li> <li>7) Provide transportation support for seniors to increase access to health care services. (HHNB, HHI)</li> </ol>
<b>Expected Outcomes for this health need</b>
<ul style="list-style-type: none"> <li>• Increase access to primary health care and a medical home.</li> <li>• Bridge gaps, improve referrals and increase coordination among health care providers and community resources and programs.</li> </ul>

- Leverage Hoag assets to build capacity among community clinics and community organizations to improve access to health care.

<b>Health Need: Prevention of Chronic Disease and Management</b>
<b>Strategies</b>
<ol style="list-style-type: none"> <li>1) Provide funding and/or in-kind support to community clinics. (HHNB, HHI)</li> <li>2) Provide funding and/or in-kind support to community nonprofit organizations that focus on disease prevention, including obesity prevention and chronic disease management. (HHNB, HHI)</li> <li>3) Provide partners with space and resources at the Melinda Hoag Smith Center for Healthy Living. (HHNB, HHI)</li> <li>4) Offer chronic disease prevention, management, education, screenings and support groups. (HHNB, HHI)</li> <li>5) Support the Faith Community Nursing Program to provide wellness and prevention programs among congregations in Orange County. (HHNB, HHI)</li> <li>6) In partnership with Mary &amp; Dick Allen Diabetes Center, provide comprehensive diabetes prevention and treatment services, obesity prevention, and pediatric specialty care for children with diabetes. (HHNB, HHI)</li> <li>7) Promote bone health in community to maintain an active lifestyle. (HOI)</li> <li>8) Provide funding and/or in-kind support for Wellness Initiative. (HOI)</li> </ol>
<b>Expected Outcomes for this health need</b>
<ul style="list-style-type: none"> <li>• Improve individuals' compliance with chronic disease prevention and management recommendations.</li> <li>• Increase community awareness of disease prevention strategies.</li> <li>• Leverage Hoag assets to build capacity among community clinics and community organizations to improve chronic disease management among at-risk populations.</li> <li>• Provide access to needed health promotion resources for vulnerable populations at-risk for or suffering with chronic diseases.</li> <li>• Maintain and expand Own the Bone program.</li> <li>• Continue Fall Risk Assessments at health fairs.</li> <li>• Continue health education efforts – e.g. public school presentations, community lectures, on-line education.</li> <li>• Continue physician and healthcare provider education.</li> </ul>

### **Regional Initiative**

In addition to Hoag's individual hospital priority health needs and strategies, Hoag will include a focus on education equity, as part of Providence St. Joseph Hoag Health's regional community need to be addressed. The initiative on regional education equity will focus on low income populations, with the goal of reducing the education achievement gap in the schools. Hoag's strategy will be to identify and participate in

local collaboratives, engaging with existing collaborative partners in developing a plan to improve Early Development Index scores.

### **Planned Collaboration**

To accomplish these strategies Hoag will collaborate with community partners. Sharing resources and enhancing the capacity of partner organizations supports the achievements of our goals. Potential collaborative partners include, but are not limited to:

- Advocacy Groups
- Community Health Centers and community clinics
- Community-based organizations
- Faith based organizations
- Family Resource Centers
- Mental Health Associations
- Orange County Health Care Agency
- School districts and schools
- Local Food Banks
- Senior centers and adult day centers

### **Evaluation of Impact**

Hoag will monitor and evaluate the programs and activities outlined above. The hospitals anticipate the actions taken to address significant health needs will improve health knowledge, increase wellness behaviors; increase access to health and mental health care; and support self-sufficiency among vulnerable populations. The hospital is committed to monitoring key initiatives to assess impact and has implemented a system that tracks the implementation of the activities and documents the anticipated impact.

The reporting process includes the collection and documentation of tracking measures, such as the number of people reached/served, increases in knowledge or changes in behavior as a result of planned strategies, and collaborative efforts to address health needs. An evaluation of the impact of the hospitals' actions to address these significant health needs will be reported in the next scheduled CHNA.

### **Needs the Hospitals Will Not Address**

By taking existing hospital and community resources into consideration, Hoag Hospital Newport Beach, Hoag Hospital Irvine, and Hoag Orthopedic Institute determined not to directly address substance abuse as an identified need in the CHNA. Knowing that there are not sufficient resources to address all the community health needs, Hoag chose to concentrate on those health needs that can be addressed effectively given the

facilities’ areas of focus and expertise. This Implementation Strategy is not exhaustive of everything Hoag does to enhance the health of the community. Hoag will continue to look for opportunities to address community needs where it can appropriately focus on those needs.

## Attachment 1 –Summary of Hospital Facility Actions

The action strategies for the selected health needs are summarized below by hospital facility.

Hoag Hospital Irvine	
Access to Health Care	Chronic Disease Prevention and Management
<ul style="list-style-type: none"> <li>Provide financial assistance through both free and discounted care for health care services, consistent with the hospital's financial assistance policy.</li> </ul>	<ul style="list-style-type: none"> <li>Provide funding and/or in-kind support to community clinics.</li> </ul>
<ul style="list-style-type: none"> <li>Offer information and enrollment assistance in available no cost and low-cost insurance programs.</li> </ul>	<ul style="list-style-type: none"> <li>Provide funding and/or in-kind support to community nonprofit organizations that focus on disease prevention.</li> </ul>
<ul style="list-style-type: none"> <li>Provide funding and/or in-kind support to community clinics.</li> </ul>	<ul style="list-style-type: none"> <li>Provide partners with space and resources at the Melinda Hoag Smith Center for Healthy Living.</li> </ul>
<ul style="list-style-type: none"> <li>Provide funding and/or in-kind support to community nonprofit organizations that reduce barriers to accessing care.</li> </ul>	<ul style="list-style-type: none"> <li>Offer chronic disease prevention, management, education, screenings and support groups.</li> </ul>
<ul style="list-style-type: none"> <li>Provide partners with space and resources at the Melinda Hoag Smith Center for Healthy Living.</li> </ul>	<ul style="list-style-type: none"> <li>Support the Faith Community Nursing Program to provide wellness and prevention programs among congregations in Orange County.</li> </ul>
<ul style="list-style-type: none"> <li>Provide transportation support for seniors to increase access to health care services.</li> </ul>	<ul style="list-style-type: none"> <li>In partnership with the Mary &amp; Dick Allen Diabetes Center, provide comprehensive diabetes prevention and treatment services, obesity prevention, and pediatric specialty care for children with diabetes.</li> </ul>
Economic Security	Mental Health
<ul style="list-style-type: none"> <li>Research existing organizations and resources available (i.e. housing, homelessness, transportation, career development) to identify community assets and gaps.</li> </ul>	<ul style="list-style-type: none"> <li>Provide mental health care services through Hoag’s Mental Health Center primarily focused on the low-income population.</li> </ul>
<ul style="list-style-type: none"> <li>Provide funding and/or in-kind support to community nonprofit organizations that focus on economic security measures.</li> </ul>	<ul style="list-style-type: none"> <li>Provide funding and/or in-kind support to community nonprofit organizations that focus on mental health services beyond our scope of care.</li> </ul>
<ul style="list-style-type: none"> <li>Build community capacity by providing collaborative partners with space and resources at the Melinda Hoag Smith Center for Healthy Living.</li> </ul>	<ul style="list-style-type: none"> <li>Provide workforce development opportunities (internships, internal and external professional development).</li> </ul>
	<ul style="list-style-type: none"> <li>Use existing pathways to expand our continuum of care.</li> </ul>

<b>Hoag Hospital Newport Beach</b>	
<b>Access to Health Care</b>	<b>Chronic Disease Prevention and Management</b>
<ul style="list-style-type: none"> <li>• Provide financial assistance through both free and discounted care for health care services, consistent with the hospital's financial assistance policy.</li> </ul>	<ul style="list-style-type: none"> <li>• Provide funding and/or in-kind support to community clinics.</li> </ul>
<ul style="list-style-type: none"> <li>• Offer information and enrollment assistance in available no cost and low-cost insurance programs.</li> </ul>	<ul style="list-style-type: none"> <li>• Provide funding and/or in-kind support to community nonprofit organizations that focus on disease prevention.</li> </ul>
<ul style="list-style-type: none"> <li>• Provide funding and/or in-kind support to community clinics.</li> </ul>	<ul style="list-style-type: none"> <li>• Provide partners with space and resources at the Melinda Hoag Smith Center for Healthy Living.</li> </ul>
<ul style="list-style-type: none"> <li>• Provide funding and/or in-kind support to community nonprofit organizations that reduce barriers to accessing care.</li> </ul>	<ul style="list-style-type: none"> <li>• Offer chronic disease prevention, management, education, screenings and support groups.</li> </ul>
<ul style="list-style-type: none"> <li>• Provide partners with space and resources at the Melinda Hoag Smith Center for Healthy Living.</li> </ul>	<ul style="list-style-type: none"> <li>• Support the Faith Community Nursing Program to provide wellness and prevention programs among congregations in Orange County.</li> </ul>
<ul style="list-style-type: none"> <li>• Provide transportation support for seniors to increase access to health care services.</li> </ul>	<ul style="list-style-type: none"> <li>• In partnership with the Mary &amp; Dick Allen Diabetes Center, provide comprehensive diabetes prevention and treatment services, obesity prevention, and pediatric specialty care for children with diabetes.</li> </ul>
<b>Economic Security</b>	<b>Mental Health</b>
<ul style="list-style-type: none"> <li>• Research existing organizations and resources available (i.e. housing, homelessness, transportation, career development) to identify community assets and gaps.</li> </ul>	<ul style="list-style-type: none"> <li>• Provide mental health care services through Hoag's Mental Health Center primarily focused on the low-income population.</li> </ul>
<ul style="list-style-type: none"> <li>• Provide funding and/or in-kind support to community nonprofit organizations that focus on economic security measures.</li> </ul>	<ul style="list-style-type: none"> <li>• Provide funding and/or in-kind support to community nonprofit organizations that focus on mental health services beyond our scope of care.</li> </ul>
<ul style="list-style-type: none"> <li>• Build community capacity by providing collaborative partners with space and resources at the Melinda Hoag Smith Center for Healthy Living.</li> </ul>	<ul style="list-style-type: none"> <li>• Provide workforce development opportunities (internships, internal and external professional development).</li> </ul>
	<ul style="list-style-type: none"> <li>• Use existing pathways to expand our continuum of care.</li> </ul>

<b>Hoag Orthopedic Institute</b>	
<b>Access to Health Care</b>	<b>Chronic Disease Prevention and Management</b>
<ul style="list-style-type: none"> <li>• Provide in-kind support to community clinics for orthopedic surgeries. (HOI)</li> </ul>	<ul style="list-style-type: none"> <li>• Promote bone health in community to maintain an active lifestyle. (HOI)</li> </ul>
	<ul style="list-style-type: none"> <li>• Provide funding and/or in-kind support for Wellness Initiative. (HOI)</li> </ul>