

2016 – 2019

Ronald Reagan UCLA Medical Center Implementation Strategy



Ronald Reagan UCLA Medical Center 2016-2019 Implementation Strategy

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A Letter from UCLA Health Leadership

On behalf of UCLA Health, thank you for your interest in reviewing our 2016-2019 Implementation Strategy for the 2016 Community Health Needs Assessment.

As a non-profit academic medical center, UCLA Health has served residents of Los Angeles – and beyond – since 1955. We offer patients of all ages comprehensive care, from preventative care to highly specialized medical and surgical treatment, and provide a full spectrum of services.



Every three years, UCLA Health conducts a Community Health Needs Assessment for each of our licensed hospitals – a comprehensive study identifying the most pressing health needs in our community. This Implementation Strategy lays the framework for how we plan to address the identified health needs over the next three years. We are dedicated to improving the health of our community, both for individuals and population-wide.

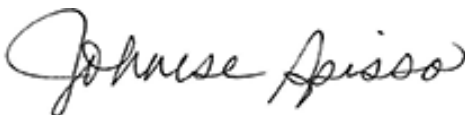
We recognize our community's health is impacted by factors in addition to health care, and we are a committed community partner. We continue to collaborate with and maintain meaningful relationships with community agencies and local health care providers, many of which are identified throughout this Implementation Strategy.

Thank you again for your interest in our programs to address our community's identified health needs.

Sincerely,

A handwritten signature in black ink, appearing to read "John Mazziotta". The signature is fluid and cursive.

John Mazziotta, MD, PhD
Vice Chancellor, UCLA Health Sciences
CEO, UCLA Health

A handwritten signature in black ink, appearing to read "Johnese Spisso". The signature is fluid and cursive.

Johnese Spisso, MPA
President, UCLA Health
CEO, UCLA Hospital System
Associate Vice Chancellor, UCLA Health Sciences

About UCLA Health and Ronald Reagan UCLA Medical Center

UCLA Health

Our mission is to deliver leading-edge patient care, research, and education.

Our vision is to heal humankind, one patient at a time, by improving health, alleviating suffering and delivering acts of kindness.

Comprised of Ronald Reagan UCLA Medical Center (RRUCLA), UCLA Medical Center, Santa Monica (SMUCLA), Resnick Neuropsychiatric Hospital at UCLA (RNPH), Mattel Children's Hospital UCLA (MCH), and the UCLA Medical Group, with its wide-reaching system of primary-care and specialty-care offices throughout the region, UCLA Health is among the most comprehensive and advanced healthcare systems in the world.

Our physicians are world leaders in the diagnosis and treatment of complex illnesses, and our hospitals are among the best in the country. Consistently ranked one of the top five hospitals in the nation and the best in the western United States by *U.S. News & World Report*, UCLA Health is at the cutting edge of biomedical research. Our doctors and scientists are leaders in performing pioneering work across an astounding range of disciplines, from organ transplantation and cardiac surgery to neurosurgery and cancer treatment, and bringing the latest discoveries to virtually every field of medicine.

UCLA hospitals serve as the principal teaching sites for the David Geffen School of Medicine at UCLA and have teaching site partnerships with the Los Angeles County safety-net hospitals, Harbor-UCLA Medical Center and Olive View UCLA Medical Center. UCLA hospitals also have a partnership with Martin Luther King, Jr. Community Hospital, a south central Los Angeles community hospital.

UCLA Health by the Numbers

- UCLA takes care of nearly 600,000 unique patients per year who account for more than 3 million outpatient interactions and more than 40,000 patients are admitted to our hospitals each year
- 2,000 faculty (physicians and scientists)
- 3,350 registered nurses
- 1,010 residents and fellows
- 11,500 therapists, technicians, clerical and other staff
- 519 inpatient rooms with sunlight, outdoor views and room for family members
- 784 inpatient beds
- 23 operating rooms
- 46 pre- and post-recovery spaces
- Six cardiac catheterization labs
- Eight procedural suites for interventional imaging

Ronald Reagan UCLA Medical Center

Ronald Reagan UCLA Medical Center, with 445 inpatient beds in Westwood, provides internationally recognized patient care in nearly every medical specialty to more than 380,000 people each year from Los Angeles and around the world. Founded in 1955 as the primary teaching hospital for the UCLA School of Medicine (now the David Geffen School of Medicine at UCLA), the non-profit and self-supporting medical center is operated by the University of California Board of Regents. MCH is a “hospital within a hospital” and licensed under RRUCLA with 90 inpatient beds. The hospital meets the seismic requirements of the state of California’s SB 1953 Hospital Facilities Seismic Safety Act.

Recognitions

- Named in the *U.S. News & World Report’s* most exclusive rankings list: the Best Hospitals 2016–17 Honor Roll. UCLA Health ranked #1 in both Los Angeles and California and #5 in the United States.
- Named to Becker's Hospital Review as one of the "100 Great Hospitals in America 2016."
- Earned the Get With The Guidelines®-Heart Failure Gold Plus Quality Achievement Award for implementing specific quality improvement measures outlined by the American Heart Association/American College of Cardiology Foundation’s secondary prevention guidelines for patients with heart failure. This marks the 8th year that RRUCLA has been recognized with a quality achievement award.
- Earned the Get With The Guidelines®-Stroke Gold Plus Quality Achievement Award. This award recognizes RRUCLA’s commitment and success in implementing a high standard of stroke care by ensuring that their stroke patients receive treatment that meets nationally accepted, evidence-based standards and recommendations. UCLA also qualified for recognition on the Target: Stroke Elite Plus Honor Roll for meeting stroke quality measures that reduce the time between hospital arrival and treatment with IV tPA.
- Re-certified by the Commission on the Magnet Recognition Program as a Magnet facility – this is the highest honor an organization can receive for nursing excellence.
- The UCLA Liver Transplant Program performed its 6,000th liver transplant in June 2016.
- The UCLA Lung Transplant Program performed its 1,000th lung transplant in September 2016.
- RRUCLA and MCH were recognized as “Leaders in LGBT Healthcare Equality” as part of the Human Rights Campaign Foundation’s Healthcare Equality Index 2016.
- MCH has been recognized as one of the nation's best pediatric hospitals by *U.S. News & World Report* and is among a select group of hospitals to be ranked in all 10 of the specialty areas reviewed in the magazine's 2015-16 "Best Children's Hospitals" survey.

Introduction

This Implementation Strategy describes how UCLA Hospital System plans to address significant community health needs identified in the 2016 Community Health Needs Assessments (CHNAs) for RRUCLA, SMUCLA, and RNPH, which were published and made widely available to the public on June 30, 2016. They are available at <https://www.uclahealth.org/chna>.

The 2016 CHNAs and this Implementation Strategy were undertaken as required by federal law. The Patient Protection and Affordable Care Act and IRS Section 501(r)(3) direct tax-exempt hospitals to conduct a CHNA and develop an Implementation Strategy every three years.

This Implementation Strategy identifies the significant community health needs from the CHNA that UCLA Hospital System plans to address. UCLA Hospital System may amend this Implementation Strategy, if needed, due to changes in the community landscape. For example, certain needs may become more pronounced and merit enhancement to the described strategic initiatives. Alternatively, other organizations in the community may address certain health needs included.

The UCLA Center for the Health Sciences (CHS) is one of the largest health-science centers in the country and encompasses nearly all of the university's patient care, clinical education and research programs and facilities. UCLA hospitals are a part of CHS, which also includes:

- David Geffen School of Medicine at UCLA,
- UCLA Fielding School of Public Health,
- UCLA School of Dentistry, and
- UCLA School of Nursing.

CHS plays a critical role in providing health care services and community benefit throughout Los Angeles, California, the United States, and internationally. While there are many CHS programs providing community benefit, this Implementation Strategy includes only those directly linked to UCLA Hospital System. For additional information about UCLA CHS' community engagement efforts, please visit: <http://community.medschool.ucla.edu/>.

2016 Community Health Needs Assessment Summary

UCLA hospitals' 2016 CHNAs were conducted from September 2015 through June 2016. In order to identify significant health needs, the CHNAs incorporated components of primary data collection and secondary data analysis that focused on the health and health-associated social needs of the UCLA Health service area.

Service area

UCLA Health plays a critical role in providing healthcare services and community benefit in its service area, Los Angeles County Department of Public Health Service Planning Area 5 (SPA 5), which includes 28 zip codes and represents 18 cities or communities.



Los Angeles County Department of Public Health Service Planning Area 5

Data collection

Primary and Secondary data were collected from a variety of local, county, and state sources to present community demographics, social and economic factors, health care access, birth characteristics, leading causes of death, chronic disease, health behaviors, mental health and substance abuse and preventive practices. These data are presented in the context of Los Angeles County and California State benchmarks, framing the scope of an issue as it relates to the broader community. In addition, targeted interviews were completed to gather information and opinions from individuals representing the broad interests of the community in collaboration with Cedars-Sinai Medical Center, Kaiser Foundation Hospital – West Los Angeles and Providence St. John's Health Center. The CHNA also includes benchmark comparison data that measures RRUCLA data findings with Healthy People 2020 objectives.

Public Comment

In compliance with IRS regulations 501(r) for charitable hospitals, the previous CHNA and Implementation Strategy were made widely available to the public on the website and public

comment was requested on the assessment report. No written comments were received on the 2013 CHNA.

Significant Health Needs Identified

Significant health needs were identified from secondary data obtained from local, county, and state sources. The identified health needs were then assessed according to the magnitude of the problem (relative size of population afflicted by the problem) and the severity of the problem (impact at individual, family, and community levels). To determine magnitude or severity of the problem, the identified health need indicators were measured against benchmark data, specifically county rates, state rates and/or Healthy People 2020 objectives. Any identified health need that measured poorly against one or more of these benchmarks was considered a significant health need.

These significant health needs became the foundation for the targeted interviews with community stakeholders. The interviews provided primary data, which was used to validate the significant health needs identified with the secondary data. The interviews were also used to identify additional community issues and assets, solicit information on disparities among subpopulations, and discover gaps in community resources.

Priority Health Needs

The significant health needs were prioritized with input from the community. Interviews with community stakeholders were used to gather feedback on the relative importance of each significant health need. The following criteria were used to prioritize the health needs:

- the perceived severity of a health issue or health factor/driver as it affects the health and lives of those in the community; and
- the level of importance the hospital should place on addressing the issue.

Totaling severity and importance scores from the community stakeholder interviews resulted in the following prioritization of significant health needs:

Significant Health Need	Priority Ranking (Total Possible Score of 5)
Substance abuse	4.3
Mental health	4.3
Access to care	4.3
Homelessness	4.2
Overweight/obesity	4.0
Diabetes	3.9
Preventive practices	3.9
Heart disease	3.8
Dental care	3.6
Cancer	3.5
Community safety	3.2
HIV/AIDS	3.0
Asthma	3.0

A complete description of these health needs and how they were identified is in the 2016 CHNA reports available at: <https://www.uclahealth.org/chna>.

Significant Health Needs the Hospital Will Address

UCLA's three licensed hospitals – RRUCLA, SMUCLA, and RNPH – developed their Implementation Strategies jointly and will continue collaborating to implement, monitor, and evaluate the included programs.

The Implementation Strategy describes how UCLA Hospital System plans to address significant health needs identified in the 2016 CHNAs through a commitment of community benefit programs, charitable resources, and external funding. The thirteen identified health needs are grouped into four broad categories: management of chronic health conditions, mental health and substance abuse, social determinants of health, and dental care.

For each significant health need UCLA Hospital System is addressing, the Implementation Strategy identifies:

- A goal for the anticipated impact on the health need,
- Programs addressing the health need,
- Anticipated impact of these programs and a plan to evaluate those impacts, and
- Planned collaborations between UCLA Hospital System and other organizations.

Management of Chronic Health Conditions

Goal: Reduce impact of chronic health conditions and increase focus on prevention, treatment, and support.

The priority chronic health conditions identified in the CHNAs are asthma, cancer, diabetes, heart disease, HIV/AIDS, and overweight/obesity. These, and others, are addressed throughout this document.

UCLA Hospital System intends to address the management of chronic health conditions through the following programs:

- Alzheimer's Caregiver Education** is a free, live-streaming webinar series addressing the needs and concerns of caregivers, loved ones, and anyone touched by Alzheimer's disease.
- A Clinic for the Developmentally Disabled in Underserved LA** is a comprehensive clinic for educating the community and provides medical diagnoses and management for children with developmental disabilities, including autism.
- Community-based nursing home care** provides seamless care transitions through post-hospital discharge venues.
- HIV Research Study Volunteer Project** enrolls HIV+ and HIV- individuals into a research volunteer pool and matches them with studies that may be of interest to them and that they might be eligible for.
- The Mobile Stroke Program** (anticipated to go live early 2017) will deliver traditionally hospital-based stroke care in a pre-hospital setting. A modified ambulance containing a mobile head CT unit will be integrated within the local EMS system to respond to 911-suspected stroke calls. The unit will be equipped and staffed to diagnose and treat acute strokes before facilitating transport to the nearest appropriate hospital.
- Project AutTrain: Health Care Access for Adults with Autism** will train medical professionals to understand the unique needs of autistic adults and

encourage more physicians to work with these patients to improve their health care outcomes.

- g. **UCLA Diabetes Program** consists of a team of physicians, educators, and researchers caring for patients with all forms of diabetes and offers support groups and a patient conference open to the community.
- h. **UCLA Health Sound Body Sound Mind** is dedicated to fighting childhood obesity by installing state-of-the-art fitness programs in middle and high schools.
- i. **Walk with a Doc** is a monthly community outreach program offering health information presented by a UCLA Health physician and exercise, in order to empower individuals to take steps to improve their health.

Anticipated impact and plan to evaluate

Through the above programs, UCLA Hospital System anticipates the following impacts:

- Alzheimer’s Caregiver Education increases caregiver knowledge and will track website visits to assess the impact.
- A Clinic for the Developmentally Disabled in Underserved LA anticipates an increase in community education with respect to the special needs of individuals with developmental disabilities, which will be measured through assessing enrollment and services for underserved populations in LA.
- Community-based nursing home care anticipates better follow up care and patient outcomes through standardized care pathways for nursing home care. This is measured through skilled nursing facility readmissions, emergency room visits, primary care physician visits as well as medication reconciliation, and physician to physician sign over upon hospital discharge.

- HIV Research Study Volunteer Project anticipates maintaining the database to identify how many volunteers are enrolled in the registry and referred and enrolled in studies.
- The Mobile Stroke Program will monitor and measure patient outcomes, process measures and other key metrics to determine the benefit to patients through this new method of stroke care. Since this vehicle will be able to diagnose and treat strokes faster than the traditional hospital-based method of care (through an ED), it is anticipated that the patient will see quality benefits related to decreased disability, and improved post-stroke ability scores at defined time points (i.e. 90 days).
- Project AutTrain is tracking how many providers are trained with a goal of increasing the number of doctors and healthcare professionals competent in the care of adults with autism.
- UCLA Diabetes Program tracks attendance at the support groups and the patient conference and anticipates clinical outcome improvement.
- UCLA Health Sound Body Sound Mind performs annual evaluations at its fitness centers to determine improvements in fitness and behavioral changes using the Fitnessgram (CA exercise proficiency test) testing and surveys. It anticipates annual increases in student passing rates on the Fitnessgram test and overall improved perceptions towards exercise and healthy lifestyles.
- Walk with a Doc monitors program participation and anticipates reversing the consequences of a sedentary lifestyle in order to improve the health and well-being of the community.

Planned collaborations

In addressing chronic conditions, UCLA Hospital System anticipates collaborating with:

- American Diabetes Association
- Athletic Physical Therapy
- The Autism Society of Los Angeles
- California Department of Public Health
- California EMS Authority
- Conejo Recreation and Parks District
- Diabetes Care Network
- The KESHAV Project
- Local hospitals (e.g. Cedars-Sinai Medical Center)
- Local home health agencies
- Los Angeles Unified School District
- Los Angeles City Fire Department
- Los Angeles County Emergency Medical Services (EMS) Agency
- NIH Center for AIDS Research
- Partners in Care
- Special Needs Network (SNN)

Mental Health and Substance Abuse

Goal: Increase access to mental health care and substance abuse services and resources.

UCLA Hospital System intends to increase access to mental health care and substance abuse services and resources through the following programs:

- a. **B-RESILIENT** is a text-messaging intervention that supports self-management of depressive symptoms and personal resiliency and addresses disparities in mental health.
- b. **Community Partners in Care** is finding ways to reduce the burden depression places on underserved communities and to help improve depression care in primary care, mental health, substance abuse, homeless, faith-based and community-trusted settings.
- c. **Didi Hirsch Crisis follow-up service and suicide prevention at UCLA** enrolls patients discharged from the hospital or the UCLA Emergency Department who were evaluated for suicidal ideation, or who are experiencing ongoing mental health or social crises and need follow up services.
- d. **Spanish Speaking Psychosocial Clinic (SSPC)** offers socio-culturally competent, comprehensive mental health services to the rapidly growing and underserved Spanish-speaking population.

Anticipated impact and plan to evaluate

Through the above programs, UCLA Hospital System anticipates the following impacts:

- B-RESILIENT anticipates improving mental health quality of life, which will be measured by participation.
- Community Partners in Care is assessing mental health-related quality of life, physical activity, and homelessness risk factors and comparing a Community Engagement and Planning (CEP) model to a Resources for Services (RS) model and will compare these approaches in a research phase followed by a dissemination phase where results will be shared with the community.
- Didi Hirsch Crisis follow-up service and suicide prevention at UCLA will monitor the number of UCLA referrals as well as the number of contacts to patients made by the Didi Hirsch team. The number of services provided to patients is anticipated to continue to rise each quarter.
- Spanish Speaking Psychosocial Clinic anticipates increased access

to mental health services for the underserved Spanish-speaking population, which will be measured by patient visits.

Planned collaborations

In addressing mental health and substance abuse, UCLA Hospital System anticipates collaborating with:

- Behavioral Health Services, Inc.
- Charles Drew University
- City of Los Angeles Department of Recreation and Parks
- Didi Hirsch Mental Health Services
- Healthy African American Families
- Los Angeles Christian Health Centers
- Los Angeles County Department of Mental Health
- Los Angeles Urban League
- National Alliance on Mental Illness (NAMI) Urban Los Angeles
- QueensCare Family Clinics
- QueensCare Health and Faith Partnership
- RAND Health
- T.H.E Clinic
- University of Southern California (USC)

Social Determinants of Health

Goal: Develop social and physical environments that promote good health and reduce health inequities for the medically underserved.

The priority social determinants of health identified in the CHNA are access to care, community safety, homelessness, and preventive practices. These, and others, are addressed throughout this document.

UCLA Hospital System intends to promote healthy behaviors for the medically underserved through the following programs:

- Advance Care Planning with the Homeless** provides homeless and at-risk populations in Venice and Santa Monica with the opportunity to complete an Advance Health Care Directive (AHCD) and/or, if appropriate, a Physicians' Order for Life-Sustaining Treatment (POLST) for all homeless patients with a chronic or progressive illness.
- Bruin Shelter** is the first youth-specific shelter in West Los Angeles; it provides safe and nurturing housing for Los Angeles youth experiencing homelessness.
- Care Harbor/Los Angeles** is an annual multi-day event that provides free medical, dental and vision care to the uninsured, underinsured and underserved. Patients with conditions needing follow-up are connected to medical homes for continuing care after the clinic ends. UCLA Health provides medical resources, labs, medical and dental volunteers, and a financial grant.
- Organize a **community health fair** focused on wellness through urban zen, health assessments, nutrition education, disaster preparedness, and children's activities, among others.
- Community programs and events** (including community lectures, booths at health fairs and special presentations) are offered to help consumers lead healthier lives through wellness education on a variety of health topics and the prevention of illness and injury.
- Martin Luther King, Jr. Community Hospital** is partially staffed by UCLA Health physicians who provide care to the medically underserved in South Los Angeles. The partnership with Martin Luther King, Jr. Community Hospital increases access to quality care,

especially specialty care, by attracting UCLA physicians to practice where there are physician shortages. Post-discharge services for high-risk patients are in development.

- g. **Rape Treatment Center (RTC)** provides comprehensive and compassionate care for sexual assault victims – children and adults – 24 hours a day. RTC prevention education programs reach thousands of students each year in middle schools, high schools, and on college campuses.
- h. **Stuart House** is a public/private partnership that co-locates an onsite, multi-agency child protection team (police, prosecutors and DCFS workers) to respond immediately to children who report sexual abuse, expedite criminal investigations, and implement timely child protection actions. Stuart House also provides comprehensive, state-of-the-art treatment (24-hour emergency medical care, forensic services, and specialized therapy) to help child victims and their families cope with the traumatic effects of sexual abuse.
- i. **Student Run Homeless Clinics: Healthcare for Those Most in Need** brings compassionate, student-led, free comprehensive healthcare services to people who are homeless through weekly clinics at local shelters.
- j. **UCLA Family Health Center** provides a wide range of primary care services to patients of all ages and can serve as patients' medical care "home" and gateway to more specialized care. The facility contains 30-exam rooms and serves a socio-economically and ethnically diverse population of working families, university employees, the local community, as well as families on Medicaid (MediCal).
- k. **UCLA Health 50 Plus** helps people age 50 or older maintain a healthy and independent lifestyle through health education, a mall walking program (Westside Walkers), and other amenities.
- l. **UCLA Health Community Flu-Shot Clinics** and **Mobile Flu Clinic** help protect residents during flu season by offering flu education and free vaccinations for members of UCLA Health 50-Plus program or residents of a shelter.
- m. The **UCLA Health-Los Angeles Lakers partnership** includes a community partnership with a commitment to Los Angeles youth organizations as well as potential for seasonal/holiday-specific drives, public health outreach and education.
- n. The **UCLA Mobile Eye Clinic** provides high-quality eye care to underserved populations, particularly children and the elderly, who lack access to health care as a result of finances, transportation problems or cultural and language barriers.
- o. **UCLA Operation Mend** provides advanced surgical and medical treatment, as well as comprehensive psychological-health support for post-9/11-era service members, veterans and their families at no cost.
- p. **UCLA Stay Active and Independent for Life (SAIL)** is an evidence-based twice-weekly fitness class and educational discussion for seniors taught by physical therapists.
- q. **Venice Family Clinic (VFC)** is a not for profit community health center providing health care services, including primary care, specialty care, mental health, dental and health education visits annually at its ten clinical sites in Venice, Santa Monica, Mar Vista, Inglewood, and Culver City. David Geffen School of Medicine at UCLA physicians donate primary and specialty care services, and SMUCLA provides radiology imaging services.

Anticipated impact and plan to evaluate

Through the above programs, UCLA Hospital System anticipates the following impacts:

- Advance Care Planning with the Homeless will assist the homeless in

obtaining the care they would want if they were terminally ill. The program anticipates decreased utilization of aggressive treatment options for those homeless individuals who do not want to have aggressive, life-prolonging treatment at the end of life. The program is measuring the number of conversations and Advance Care Planning documents distributed to the homeless population.

- Bruin Shelter will administer a baseline questionnaire to youth upon enrollment at the shelter and follow ups throughout their stay to evaluate its effectiveness in addressing homelessness and healthcare needs in youth. It anticipates improved health outcomes in homeless populations via direct medical services.
- Care Harbor/Los Angeles anticipates increased health and wellbeing of underserved populations. This is measured through event attendance, amount of healthcare services provided, insurance enrollments, connections to community resources and medical homes and dental follow-up.
- The community health fair will increase the education and health of attendees. The impact will be assessed through the number of vendors and attendees who participate.
- Community programs and events increase attendees' knowledge. The impact is assessed using evaluation forms from the health seminars and capturing how many people UCLA Health interacted with for community events.
- Martin Luther King, Jr. Community Hospital anticipates better patient outcomes for the residents of South Los Angeles. The impact will be measured through the number of UCLA physicians practicing at Martin

Luther King, Jr. Community Hospital and patients seen.

- Rape Treatment Center anticipates reduced longer-term physical health issues and tracks how many victims receive their expert care.
- Stuart House anticipates improving the treatment of child victims of sexual abuse, measured by tracking how many children seek services.
- Student Run Homeless Clinics anticipate reducing unnecessary hospital emergency department usage and an increase in helping to meet the immediate mental health needs of homeless patients. The impact will be measured through the number of patients seen and improvements in chronic disease indicators.
- UCLA Family Health Clinic anticipates better patient outcomes for their patients. The impact will be measured through the number of patients seen.
- UCLA Health 50 Plus anticipates additional sign ups, which is measured by tracking when people join the program.
- UCLA Health Community Flu-Shot Clinics and Mobile Flu Clinic anticipate increased community protection during flu season, which is measured by tracking the number of individuals who receive flu shots.
- UCLA Health-Los Angeles Lakers partnership will increase lifelong wellness for youth through programming and health education opportunities with community partners. The impact will be measured by monitoring program performance.
- The UCLA Mobile Eye Clinic anticipates improved access to vision care services, information and education. This is evaluated by collecting and analyzing information on patient visits.

- UCLA Operation Mend will enhance the post-9/11-era service members' and veterans' psychological health. The program reviews a variety of impact measures in addition to evaluating patient demographics and psychological health assessment scores.
- UCLA SAIL tracks attendance, administers a pre- and post-assessment and anticipates increased balance and fall prevention for participants in the program.
- VFC anticipates better patient outcomes for the underserved in West Los Angeles. The impact will be measured through quantifying the services provided.

Planned collaborations

In promoting healthy behaviors, UCLA Hospital System anticipates collaborating with:

- Alzheimer's Prevention Program
- Belmont Village
- Boys & Girls Club of Southern California
- Care Harbor/Los Angeles
- Coalition for Compassionate Care of California
- Community Service Commission
- Culver City Senior Center
- David Geffen School of Medicine at UCLA Student Run Homeless Clinic
- Department of Children and Family Services
- District Attorney's Office
- Department of Defense
- First Five LA
- First Presbyterian Church of Hollywood
- First to Serve
- LA's Best
- Local community sites
- Local law enforcement agencies
- Local schools
- Los Angeles County Library Adult Outreach
- Los Angeles Lakers
- Los Angeles Sports Arena
- MinuteClinic® inside CVS/Pharmacy® locations
- Mt. Olive Lutheran Church
- My Friend's Place
- OASIS
- Ocean Park Community Center
- Older Adult Task Force
- OPICA
- Pathways to Home Shelter
- People Assisting the Homeless (PATH)
- Pick Pico neighborhood association
- Positive Coaching Alliance
- Safe Place for Youth
- St. Monica's Catholic Church
- San Fernando Valley Rescue Mission
- Santa Monica Police Department
- Santa Monica Public Library
- Santa Monica Shelter
- Santa Monica YMCA
- UCLA Community Service Commission
- UCLA Graduate Students Association
- UCLA Undergraduate Students Association Council
- Union Rescue Mission
- Veteran's Affairs
- Veteran Service Organizations, including IAVA, Mission Continues, Wounded Warrior Project, Soldier Project, etc.
- West Hollywood Homeless Project
- Westside Coalition
- Westside Pavilion
- Westside YMCA
- WISE & Healthy Aging

Dental care

Goal: Increase available dental care and oral health knowledge for medically underserved.

UCLA Hospital System intends to increase available dental care and oral health knowledge through the following program(s), which are affiliated with the UCLA School of Dentistry (SOD). Please note that UCLA Hospital System supports UCLA SOD dental resident salaries through Graduate Medical Education (GME) funding:

- a. **Behavioral Economics for Oral health INnovation (BEECON)** project is exploring the influence of financial incentives on oral disease management in young children, specifically adherence to fluoride toothpaste use and dental visit attendance.
- b. **Infant Oral Care Program (IOCP)** provides oral health services targeting typically underserved, low-income, minority children ages 0-5 and their mothers/caregivers in a non-traditional setting. The program provides care coordination that is culturally competent, sensitive to language and oral health literacy challenges.
- c. **PROMOTORAS – Community Oral Health Workers (COHW)** will train and mentor ten caregivers/parents to become COHWs who will provide local oral health promotion workshops to other caregivers of young children.
- d. **UCLA-First 5 LA 21st Century Dental Homes Project (DHP)** and **UCLA-First 5 LA Children’s Dental Care Program (CDCP)** aim to deliver quality dental care to young children in partnership with federally qualified health centers and increased oral health services for pregnant women receiving primary care services at these clinics. The CDCP is developing an integrated healthcare delivery system providing quality ongoing dental care to underserved children in LA communities.
- e. **UCLA SOD/Bank of Hope** (previously Wilshire State Bank and Wilshire Bank) **Screening and Treatment Days** provide free dental screenings, preventive education and treatment to low income populations in the Los Angeles metropolitan area who live in the vicinity of one of the bank’s branches through a full (screening) day of pediatric and adult patient examinations. On another full (treatment) day, patients recruited in the screening day receive free treatment at the UCLA Dental Clinics, provided by dental faculty, residents and students.
- f. **UCLA SOD/Community Oral Health Education, Screening and Service** conducts preventive services through oral health education, oral screening, topical fluoride application and dental sealants for the general population at approximately 30 locations throughout the Los Angeles Area.
- g. **UCLA SOD/South Los Angeles School based preventive clinic** performs oral health education, oral screening, topical fluoride application, dental prophylaxis, dental sealants and referrals for restorative treatment of the campus of Miramonte Elementary School.

Anticipated impact and plan to evaluate

Through the above programs, UCLA Hospital System anticipates the following impacts:

- BEECON anticipates improving parent/caregiver behaviors and their children’s oral health and will measure this through estimating short- and long-term cost-

effectiveness and return on investment of micro-incentives.

- IOCP anticipates increasing access to care and improving oral health outcomes through a disease prevention and management model. The impact will be evaluated by reviewing data collected via Electronic Dental Record and caries risk assessments.
- PROMOTORAS – COHW anticipates some of the caregivers/parents (and then trained COHWs) will pursue careers in public health, community health, dentistry or similar fields. The students/dental residents will, with program staff, design, develop, and implement a comprehensive evaluation protocol, including development of process and outcome measures.
- UCLA-First 5 LA 21st Century DHP and) and UCLA-First 5 LA CDCP anticipate an increase in parents' and child care providers' awareness of the importance of oral health care and an increase oral health services for pregnant women as measured by the number of individuals receiving services and/or education. The UCLA-First 5 LA CDCP also anticipates trainings for dental and medical clinical staff related to quality improvement methods to improve care delivery and clinic performance.
- UCLA SOD/Bank of Hope Screening and Treatment Days anticipates achieving optimal oral health for patients with extensive needs who are encouraged to enroll as regular patients of UCLA Dental Clinics. The impact is measured through assessing the number of patients screened and the number who receive treatments.
- UCLA SOD/Community Oral Health Education, Screening and Service anticipates reduction in prevalence

of active caries among school children in Mono and Inyo Counties and an increase in awareness of oral health among participants of events held at other community locations.

- This is measured by tracking services provided, sealants, fluorides, and screening.
- UCLA SOD/South Los Angeles school based preventive clinic anticipates reduction in prevalence of active caries among Miramonte Elementary school children. This is measured through caries monitoring exams for K-1 and 3rd grade students.

Planned collaborations

In addressing access to care, UCLA Hospital System and UCLA SOD anticipate collaborating with:

- Altamed Medical and Dental Group, 1st Street, Bell, Boyle Heights, and El Monte
- Antelope Valley Community Clinic (AVCC) Lancaster Health and Wellness and Palmdale Health and Wellness
- Arroyo Vista Family Health Center – Highland Park and Lincoln Heights
- Bank of Hope
- California Office of Statewide Health Planning & Development
- CANDO Disparities Center
- The Children's Dental Center – Inglewood
- Children's Dental Health Clinic, Long Beach
- Churches
- Clinica Monsenor Oscar A Romero
- Community Health Alliance of Pasadena
- Comprehensive Community Health Centers, Inc.
- East Valley Community Health Center
- Eisner Pediatric & Family Medical Center
- El Proyecto Del Barrio, Inc.
- First 5 LA

- Los Angeles County WIC programs
- Los Angeles Early Head Start Programs
- Los Angeles Education Partnership
- Los Angeles Unified School District
- Inyo County Schools
- Miramonte Elementary School
- Mission City Community Network, Inc.
- Mono County Schools
- National Institutes of Health/National Institute of Dental and Craniofacial Research
- Offices of elected officials
- San Fernando Community Health Center
- St. Johns Well Child and Family Center, Compton, Frayser, and Magnolia Place
- UCLA student organizations
- University of California San Francisco
- UMMA Community Clinic
- Various community services and mass communication vehicles that promote the screening day
- Venice Family Clinic
- Westside Children's Center

Needs the Hospital Will Not Address

UCLA Hospital System is committed to improving the health of our community and is addressing all of the significant health needs identified in the 2016 CHNAs when they are grouped into the four broad categories of: management of chronic health conditions, mental health and substance abuse, social determinants of health, and dental care.

We will continue to identify additional programs and participate in collaborative efforts to address these priority issues and others that may arise due to changes in the community landscape.

Additional Programs and Resources

While UCLA Health has targeted programs towards many of the significant priority health needs identified in the CHNA, there are also other programs and resources that address these – and other – health concerns in the community.

Harbor-UCLA and Olive View-UCLA Medical Centers are major affiliated institutions in the David Geffen School of Medicine at UCLA. The County of Los Angeles owns and operates these hospitals, and most faculty members and many of the UCLA residents are part- or full-time employees of the County. Most of the faculty members hold academic appointments at the David Geffen School of Medicine at UCLA, and some have clinical duties at the RRUCLA. Many UCLA medical students visit Harbor and Olive View for core clinical clerkship, subinternship, and elective rotations. Most UCLA residents receive important components of their training in one or both of these LA County hospitals. This affiliation is absolutely critical to the strength of our medical school.

UCLA is working with the VA to re-invigorate the **West Los Angeles VA** grounds into a truly Veteran-centric campus that modernizes programs and offers greater opportunities for Veterans who will reside on or visit the West Los Angeles VA campus. UCLA Health and the David

Geffen School of Medicine are designing and implementing a UCLA-VA Family Resource & Well-Being Center and a Homeless Mental Health and Addictions Center for Excellence.

UCLA Health Publications and Online Resources

UCLA Health offers publications and other online resources for patients highlighting the latest findings in medicine, research, and wellness to support healthy active living.

- *Vital Signs* (<http://www.uclahealth.org/vitalsigns>) is published three times a year to provide consumers with health news. It is mailed, emailed, and available online.
- *Health Tips for Parents* (<http://www.uclahealth.org/healthtips>) is emailed to subscribers. It is published throughout the year on the first of the month (except for July and December) and provides information for parents courtesy of the pediatricians at MCH.
- *Real Questions* (www.uclahealth.org/webcasts) is a video gallery that features answers from UCLA physicians to questions posed by real people about a variety of health and medical conditions.
- *UCLAMDChat Webinars* (www.uclahealth.org/UCLAMDChat) offer the latest information on advances and treatments from expert physicians at UCLA. The live-streaming webinars provide the opportunity to learn and to ask questions.
- *UCLA Health Connect* (<https://connect.uclahealth.org/>) is a virtual community for patients and families to connect, share their experiences, and improve UCLA Health.
- *Community Health Program Videos* (<https://www.uclahealth.org/community-health-videos>) are videos from some of UCLA Health's community programs that help our neighbors lead healthier lives through wellness education and the prevention of illness and injury.

Implementation Strategy Adoption

This Implementation Strategy was adopted by the UCLA Health Governing Board on November 10, 2016.

Appendix: Programs by Health Need

Many of the programs identified impact more than one priority health need. The chart below identifies the health needs each program addresses (alphabetized by program). Links to program websites are included, if available.

Program	Management of chronic health conditions							Mental health and substance abuse		Social determinants of health				Dental care
	Asthma	Cancer	Diabetes	Heart disease	HIV/AIDS	Overweight/Obesity	Other	Mental health	Substance abuse	Access to care	Community safety	Homelessness	Preventive practices	Dental care
Advance Care Planning with the Homeless										X		X		
Alzheimer's Caregiver Education http://dementia.uclahealth.org/caregiver-education							X				X			
BEhavioral EConomics for Oral health iNnovation (BEECON) www.cando.ucsf.edu/														X
B-RESILIENT								X		X	X			
Bruin Shelter http://www.bruinshelter.org/										X	X	X		
Care Harbor/Los Angeles http://www.careharbor.org/care-harbor-los-angeles/	X	X	X	X	X	X	X	X	X	X	X	X	X	X
A Clinic for the Developmentally Disabled in Underserved LA							X							
Community-based nursing home care		X	X	X			X	X		X	X		X	X
Community health fair			X							X	X		X	
Community Partners in Care http://www.communitypartnersincare.org/								X	X			X		
Community Programs and Events https://www.uclahealth.org/calendar	X	X	X	X		X	X	X					X	
Didi Hirsch Crisis follow-up service and suicide prevention at UCLA								X	X	X	X			
Harbor-UCLA Medical Center http://www.harbor-ucla.org/	X	X		X	X	X	X	X		X				
HIV Research Study Volunteer Project http://www.hivrvp.ucla.edu/public/pages/					X									
Infant Oral Care Program http://www.uclaiocp.org/dental-students.html														X

Program	Management of chronic health conditions							Mental health and substance abuse		Social determinants of health				Dental care
	Asthma	Cancer	Diabetes	Heart disease	HIV/AIDS	Overweight/Obesity	Other	Mental health	Substance abuse	Access to care	Community safety	Homelessness	Preventive practices	Dental care
Martin Luther King, Jr. Community Hospital http://www.mlkcommunityhospital.org/	X			X	X		X			X				
The Mobile Stroke Program							X			X				
Olive View-UCLA Medical Center http://uclaoliveview.org/	X	X	X	X	X	X	X			X				
Project AutTrain: Health Care Access for Adults with Autism							X			X				
PROMOTORAS - Community Oral Health Workers (COHW)													X	X
Rape Treatment Center http://www.911rape.org/								X		X	X		X	
Spanish Speaking Psychosocial Clinic https://www.semel.ucla.edu/sspc								X		X				
Stuart House http://www.911rape.org/about-us/what-we-do/child-victims								X		X	X		X	
Student Run Homeless Clinics: Healthcare for those Most in Need https://www.uclahealth.org/family-medicine/student-run-homeless-clinic								X	X	X		X		
UCLA Diabetes Program			X											
UCLA Family Health Center https://www.uclahealth.org/family-medicine/family-health-center	X	X	X	X	X	X	X	X	X	X			X	
UCLA-First 5 LA 21st Century Dental Homes Project (DHP) and UCLA-First 5 LA Children's Dental Care Program (CDCP) https://www.dentistry.ucla.edu/service/first-5-la										X			X	X
UCLA Health 50 Plus https://www.uclahealth.org/50-plus-program						X				X			X	
UCLA Health Community Flu Shot Clinics and Mobile Flu Clinic										X			X	
UCLA Health-Los Angeles Lakers partnership													X	
UCLA Health Publications and Online Resources https://www.uclahealth.org/publications	X	X	X	X	X	X	X	X	X				X	
UCLA Health Sound Body Sound Mind https://www.uclahealth.org/soundbodysoundmind/			X			X							X	

Program	Management of chronic health conditions							Mental health and substance abuse		Social determinants of health				Dental care
	Asthma	Cancer	Diabetes	Heart disease	HIV/AIDS	Overweight/Obesity	Other	Mental health	Substance abuse	Access to care	Community safety	Homelessness	Preventive practices	Dental care
UCLA Mobile Eye Clinic http://www.jsei.org/About/about_comm_eyeclinic.htm										X		X		
UCLA Operation MEND http://operationmend.ucla.edu/								X		X				
UCLA Stay Active and Independent for Life http://rehab.ucla.edu/body.cfm?id=19						X							X	
UCLA SOD/Bank of Hope Screening and Treatment Days https://www.dentistry.ucla.edu/service/wilshire-bank-community-outreach-partnership										X			X	X
UCLA SOD/Community Oral Health Education, Screening and Service										X			X	X
UCLA SOD/South Los Angeles School based preventive clinic										X			X	X
Venice Family Clinic http://www.venicefamilyclinic.org/	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Walk with a Doc https://www.uclahealth.org/walk-with-a-doc	X	X	X	X		X	X						X	
West Los Angeles VA/UCLA-VA Family Resource & Well-Being Center and Homeless Mental Health and Addictions Center for Excellence								X	X	X		X	X	