

2020 – 2022

# UCLA Medical Center, Santa Monica Implementation Strategy



**UCLA** Health

# UCLA Medical Center, Santa Monica 2020-2022 Implementation Strategy

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## A Letter from UCLA Health Leadership

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On behalf of UCLA Health, thank you for your interest in our 2020-2022 Implementation Strategy for the 2019 Community Health Needs Assessment.

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 select health needs over the next three years.

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.

UCLA Health is also committed to eliminating barriers to care and improving population health through systemic solutions that address social, cultural and biological determinants of health. Embedded in one of the most diverse communities in the world, UCLA Health has established a range of community health programs — such as the UCLA Mobile Eye Clinic, Venice Family Clinic and Rape Treatment Center — that work with local and national partners to increase access to health care and prevent adverse health conditions.

Alongside efforts to improve access to vital diagnostic services and treatments, UCLA Health also partners with the community to implement evidence-based interventions that reduce the burden of disease for future generations. One such initiative is UCLA Health Sound Body Sound Mind, which aims to combat childhood obesity by building comprehensive physical education programs at underserved middle and high schools.

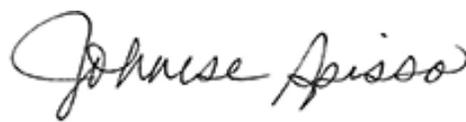


While much work remains, these and many other efforts at UCLA are designed to bring us closer to those who need us most, no matter the circumstance. Because the promise of medicine — to cure disease, alleviate suffering and improve quality of life — is one we are committed to keeping, for all people.

Sincerely,



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



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

## About UCLA Health and UCLA Medical Center, Santa Monica

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### 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), UCLA Mattel Children's Hospital (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 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 Health by the Numbers

- UCLA takes care of nearly 600,000 unique patients per year who account for:
  - 2.5 million outpatient clinic visits
  - 80,000 emergency department visits
  - 40,000 hospital stays
- 3,300 total faculty (2,700 clinical faculty + 600 basic science faculty)
- 4,000 registered nurses
- 1,200 residents and fellows
- 20,000 employees

## UCLA Medical Center, Santa Monica

UCLA Medical Center, Santa Monica serves as the cornerstone of UCLA Health's Santa Monica medical campus. The 281-bed, full-service medical center provides the complete continuum of healthcare services, from prenatal and neonatal care to geriatric medicine, in a technologically advanced and welcoming facility. It combines the expertise of an academic medical center with the accessibility of a community hospital to offer patients the best of both medical worlds.

The state-of-the-art medical center opened in 2012 and offers elegantly designed patient rooms with natural light and family space. The medical center features several outstanding programs and services on or near its 4.5-acre medical campus. These include: Nethercutt Emergency Center; The BirthPlace; UCLA Rape Treatment Center and its Stuart House facility; UCLA Breast Center, Santa Monica; UCLA Radiology; and UCLA Spine Center in Santa Monica.

More than 25 percent of the medical campus is dedicated to green and open spaces, including a 40,000-square-foot garden facing 15th Street and the 18,000-square-foot Harman Garden Plaza. Both areas offer a tranquil setting where patients, visitors and staff members can enjoy fresh air, sunshine and sea breezes.

### By the numbers

- 265 inpatient beds
- 16 operating rooms
- 1,100 physicians
- 2,500+ employees, plus over 300 volunteers and 500 care extenders
- 25 percent green and open spaces
- 4.5 acre medical campus
- 50,000+ emergency patient visits annually
- 1,500+ newborn deliveries annually
- More than 50,000 patients treated at UCLA Rape Treatment Center since 1974

### Recognitions

- UCLA Health hospitals placed No. 1 in both Los Angeles and California and No. 6 in the nation on the Honor Roll in the 2019–20 *U.S. News and World Report (USNWR)* Best Hospitals rankings.
- UCLA Health was ranked 25th in the country by Forbes magazine on its annual “Best Employers for Diversity” list.
- UCLA Health was named to the Becker’s Healthcare list of the “Top 150 Places to Work in Healthcare for 2019.”
- UCLA Health earned its sixth consecutive “Most Wired” designation from the College of Healthcare Information Management Executives.
- SMUCLA received an “A”, the highest score possible, in The Leapfrog Group’s data-driven hospital safety assessment. SMUCLA has earned straight As since 2013.
- SMUCLA’s Advanced Primary Stroke Program was recertified by The Joint Commission.
- SMUCLA received the AHA’s “Get with the Guidelines – Stroke Gold Plus Quality Achievement Award for providing high-quality, evidence-based care to stroke patients.
- SMUCLA was designated a “core center” by the Cystic Fibrosis Foundation, reflecting the hospital’s high level of specialized care for adult and pediatric patients with cystic fibrosis.
- SMUCLA was recognized as a five-star facility by the Centers for Medicare & Medicaid Services. The rating is intended to help consumers make informed choices about the quality of care at hospitals. SMUCLA was one of only 293 hospitals nationwide to earn the five-star designation.

## Introduction

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This Implementation Strategy describes how UCLA Hospital System plans to address significant community health needs identified in the 2019 Community Health Needs Assessments (CHNAs) for RRUCLA, SMUCLA, and RNPH, which were published and made widely available to the public in June 2019. They are available at <https://www.uclahealth.org/community-health>.

The 2019 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 (DGSOM),
- 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: <https://www.uclahealth.org/communityengagement/>.

## 2019 Community Health Needs Assessment Summary

UCLA hospitals' 2019 CHNAs were completed in June 2019. 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, representing 18 cities or communities.



Los Angeles County Department of Public Health Service Planning Area 5

### Assessment Process and Methods

Secondary and primary data were collected to complete the CHNA. Secondary data were collected from a variety of local, county and state sources to present community demographics, social determinants of health, health care access, birth characteristics, leading causes of death, acute and chronic disease, health behaviors, mental health, substance use and misuse, and preventive practices. The analysis of secondary data yielded a preliminary list of significant health needs, which then informed primary data collection. The following criteria were used to identify significant health needs:

1. The size of the problem (relative portion of population afflicted by the problem)
2. The seriousness of the problem (impact at individual, family, and community levels)

Primary data were obtained through interviews with 31 key community stakeholders, including public health, and individuals who are leaders and/or representatives of medically underserved, low-income, and minority populations, local health or other departments or agencies that have current data or other information relevant to the health needs of the community. The primary data collection process was designed to validate secondary data findings, identify additional community issues, solicit information on disparities among subpopulations, ascertain community assets potentially available to address needs and discover gaps in resources.

### Public Comment

In compliance with IRS regulations 501(r) for charitable hospitals, previous [CHNAs](#) and Implementation Strategies were made widely available to the public online. Comments received were incorporated in the report as appropriate.

## Significant Health Needs Identified

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Significant health needs were identified from secondary data using the size of the problem (relative portion of population afflicted by the problem) and the seriousness of the problem (impact at individual, family, and community levels). To determine size or seriousness of the problem, the health need indicators that were identified in the secondary data were measured against benchmark data; specifically, county rates, state rates and/or Healthy People 2020 objectives. Indicators related to the health needs, which performed poorly against one or more of these benchmarks met this criterion to be considered a health need.

The list of significant health needs informed primary data collection. The primary data collection process was designed to validate secondary data findings, identify additional community issues, solicit information on disparities among subpopulations, ascertain community assets to address needs and discover gaps in resources. Community stakeholder interviews were used to gather input and prioritize the significant health needs. 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;
- The level of importance the hospital should place on addressing the issue.

The stakeholders were asked to rank each identified health need. The percentage of responses were presented for those needs with severe or significant impact on the community, had worsened over time, and had a shortage or absence of resources available in the community.

The stakeholders were also asked to rank order (possible score of 4) the health needs according to highest level of importance in the community. The total score for each significant health need was divided by the total number of responses for which data were provided, resulting in an overall average for each health need. Among the interviewees, mental health care, access to health care, and housing and homelessness were ranked as the top three priority needs in the service area. Calculations from community stakeholders resulted in the following prioritization of the significant health needs.

Significant Health Need	Priority Ranking (Total Possible Score of 5)
Mental health care	3.91
Access to health care	3.86
Housing and homelessness	3.86
Substance use and misuse	3.80
Dental care	3.76
Preventive practices	3.61
Overweight and obesity	3.50
Heart disease	3.47
Transportation	3.45
Cancer	3.43
Liver disease	3.19

A complete description of these health needs and how they were identified is in the 2019 CHNA reports available at: <https://www.uclahealth.org/community-health>.

## 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 the significant health needs identified in the 2019 CHNAs through a commitment of community benefit programs, charitable resources, and external funding. While UCLA is addressing all of the health needs identified, UCLA Hospital System is focusing on the following needs through its community benefit programs and activities:

- Access to health care
- Heart disease
- Mental health care
- Overweight and obesity

UCLA Hospital System plans to meet the identified priority health needs through a commitment of resources. 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, the anticipated impact of these programs and a plan to evaluate those impacts; and
- Planned collaborations between UCLA Hospital System and other organizations.

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### Access to health care

Goal: Increase access to health care for the medically underserved.

UCLA Hospital System intends to increase access to health care for the medically underserved through the following programs:

Access to health care		
Strategy	Impact	Collaborator(s)
<p><b>Advance Care Planning for the Homeless</b> aims to develop a communication and intervention process to directly engage homeless patients, facilitating a conversation about advance care planning and producing a health care directive to be entered into the medical record.</p>	<p>The program will provide homeless advance care planning outreach and will monitor directives and other requested materials distributed to the homeless.</p>	<ul style="list-style-type: none"> <li>• American Association of Critical Care Nurses: Los Angeles Chapter</li> <li>• UCLA Palliative Care Program</li> </ul>

Access to health care		
Strategy	Impact	Collaborator(s)
<p><b>Care Harbor Los Angeles</b> is an annual free clinic that provides vision, dental, and medical care to fair goers utilizing local resources and volunteers, including hospitals, medical and dental schools, professional associations, community clinic networks and local healthcare agencies.</p>	<p>Impact will be determined by documenting services and estimating the financial value.</p>	<ul style="list-style-type: none"> <li>• Care Harbor Los Angeles</li> <li>• DGSOM</li> <li>• UCLA College of Letters and Sciences</li> <li>• UCLA Fielding School of Public Health</li> <li>• UCLA School of Dentistry</li> <li>• UCLA School of Nursing</li> </ul>
<p>UCLA Health sponsors and participates in <b>Community Programs and Events</b> with a broad array of organizations to promote community members leading healthier lives. At the events, UCLA Health offers clinical services, wellness education on a variety of health topics and the prevention of illness and injury, and/or appropriate preventive or maintenance products (e.g., oral hygiene, sunscreen, etc.).</p>	<p>UCLA Health will sponsor and participate in community programs and events throughout the Los Angeles area, increasing the number of events and expanding the screenings, health information and resources made available to the community and will track events and attendance.</p>	<ul style="list-style-type: none"> <li>• Alzheimer’s Los Angeles</li> <li>• Chambers of Commerce</li> <li>• DGSOM</li> <li>• Disease-related associations</li> <li>• Local governments</li> <li>• Los Angeles Dodgers Foundation</li> <li>• Orthopedic Institute for Children</li> <li>• Police Departments</li> <li>• Schools</li> <li>• Senior centers</li> <li>• UCLA Mobile Eye Clinic</li> <li>• UCLA School of Dentistry</li> <li>• UCLA School of Nursing</li> <li>• WISE &amp; Health Aging</li> <li>• YMCAs</li> </ul>
<p><b>Community-based nursing home care</b> provides seamless care transitions through post-hospital discharge venues.</p>	<p>The service will decrease re-hospitalizations and lower costs of care, which will be evaluated by the UCLA Faculty Practice Group Office of Population Health for SNF 2.0 and tracking re-hospitalizations and costs.</p>	<ul style="list-style-type: none"> <li>• Local SNFs</li> <li>• UCLA Health Faculty Practice Group</li> </ul>

Access to health care		
Strategy	Impact	Collaborator(s)
<p><b>Kershaw's Challenge Back to School Bash</b> is a family-fun event for local families in downtown LA who cannot afford to buy new supplies and clothes before school begins. At this event, UCLA Health offers clinical and educational services, including vision screenings, dental exams, blood pressure readings, and nutrition education.</p>	<p>The purpose is to increase access to necessary clinical services and health information, which will be measured through how many people were helped and the types of clinical services provided.</p>	<ul style="list-style-type: none"> <li>• Kershaw's Challenge</li> <li>• LA Dream Center</li> <li>• Los Angeles Dodgers Foundation</li> <li>• UCLA Mobile Eye Clinic</li> <li>• UCLA School of Dentistry</li> <li>• UCLA School of Nursing</li> </ul>
<p>In 2018, UCLA Health signed a three-year contract with <b>L.A. Care Health Plan</b>, the largest publicly-operated health plan in the country, which will allow its 2.2 million members to receive advanced and highly specialized care (i.e., tertiary and quaternary care), when deemed medically necessary. Additionally, 3,500 L.A. Care members, primarily Medicaid Managed Care, will also be eligible to receive primary care from the UCLA Medical Group.</p>	<p>The initiative will increase advanced and highly specialized care as well as access to primary care via UCLA Health physicians for L.A. Care Health Plan members, which will be measured by reviewing claims data and trends.</p>	<ul style="list-style-type: none"> <li>• L.A. Care Health Plan</li> </ul>
<p><b>LA Human Rights Initiative</b> provides pro bono forensic medical evaluations for individuals seeking asylum in the US on account of torture or other forms of persecution experienced in their home countries. Most clients will receive continuity of care service which includes assessment of their medical and mental need, medical resource referrals and regular follow up to assist those needs.</p>	<p>Impact will be measured by collecting data on clients' needs and follow up results to see if the clients' needs are adequately met.</p>	<ul style="list-style-type: none"> <li>• DGSOM</li> <li>• Kids in Need of Defense</li> <li>• Physicians for Human Rights</li> <li>• Program for Torture Victims</li> <li>• UCLA Law School</li> </ul>

Access to health care		
Strategy	Impact	Collaborator(s)
<p><b>The Rape Treatment Center (RTC)</b> at SMUCLA provides comprehensive, state-of-the-art, free care and treatment for sexual assault/abuse victims – adults and children – 24 hours a day. This includes 24-hour emergency care, forensic services, advocacy, crisis counseling, longer-term therapy and other support. RTC also provides prevention education programs for middle school, high school and college students; community education programs; and training for victim service providers to enhance the treatment victims receive wherever they turn for help.</p>	<p>RTC will offer free services for sexual assault victims, children and adults and will measure impact through the number of victims served and the reach of educational programs held for community members and victim service providers.</p>	<ul style="list-style-type: none"> <li>• California Governor's Office of Emergency Services</li> <li>• City Attorney's Office</li> <li>• Department of Children and Family Services</li> <li>• District Attorney's Office</li> <li>• Other hospitals, clinics, health care providers</li> <li>• Police departments</li> <li>• Schools and colleges, camps and other youth-serving organizations</li> <li>• Social services agencies</li> <li>• Victim advocacy groups</li> </ul>
<p><b>UCLA Care Coordination and Clinical Social Work Support Groups</b> UCLA Health and its community partners offer a number of support groups, available in person and by telephone, designed to support and inform patients, families and caregivers coping with a variety of diagnoses, including Alzheimer's and dementia, heart disease, Parkinsonian disorders and others.</p>	<p>The support groups will increase support and information for patients, families and caregivers who cope with a variety of diagnoses and will be measured via attendance.</p>	<ul style="list-style-type: none"> <li>• Community partners</li> <li>• Mary S. Easton Center for Alzheimer's Disease Research at UCLA</li> <li>• UCLA Alzheimer's and Dementia Care Program</li> <li>• WomenHeart</li> </ul>

Access to health care		
Strategy	Impact	Collaborator(s)
<p><b>UCLA Health 50 Plus</b> is a free program for individuals over 50, offering free health seminars for the public, special events, flu shots for members, information and referrals to UCLA Health and community resources, information about Medicare and other general health education. The program empowers people to be more knowledgeable about a variety of health conditions and offer lifestyle changes that can positively impact their health and wellbeing.</p>	<p>UCLA Health 50 Plus will expand the quantity and geography of its footprint while partnering with other organizations and will track attendance and consider information shared via evaluation forms.</p>	<ul style="list-style-type: none"> <li>• Alzheimer's Association</li> <li>• Los Angeles Belmont Village</li> <li>• Cancer Support Community</li> <li>• City of Santa Monica</li> <li>• Collins &amp; Katz YMCA</li> <li>• Culver City Senior Center</li> <li>• Diabetes Association</li> <li>• The Fair Oaks Family Caregiver Center at USC</li> <li>• OASIS</li> <li>• ONEGeneration</li> <li>• OPICA</li> <li>• Santa Monica Family YMCA</li> <li>• Torrance-South Bay YMCA</li> <li>• WISE &amp; Healthy Aging</li> </ul>
<p><b>UCLA Health Community Flu Shot Clinics</b> offer free and/or discounted rates for flu shots in the community.</p>	<p>UCLA Health Community Flu Shot Clinics will provide flu shots for free and/or at discounted rates and will track the number of individuals who receive this service.</p>	<ul style="list-style-type: none"> <li>• CVS Minute Clinic</li> <li>• People Concern</li> </ul>
<p><b>UCLA Mobile Eye Clinic</b> is a community outreach program of the UCLA Stein Eye Institute Center for Community Outreach and Policy serving neighborhoods where poverty and vision disabilities intersect.</p>	<p>UCLA Mobile Eye Clinic will sustain and expand its geographic reach of eyecare services to increase its capacity. The impact will be measured by collecting outcomes data through program evaluation and analysis.</p>	<ul style="list-style-type: none"> <li>• Bruin Vision Project</li> <li>• Churches</li> <li>• Community centers</li> <li>• DGSOM</li> <li>• First Five LA</li> <li>• Homeless shelters</li> <li>• Los Angeles Head Start Preschool Programs</li> <li>• Nonprofit organizations</li> <li>• Schools</li> <li>• UCLA Fielding School of Public Health</li> <li>• UCLA Mobile Clinic Project</li> <li>• UCLA Lab School</li> <li>• UCLA School of Dentistry</li> </ul>

Access to health care		
Strategy	Impact	Collaborator(s)
<p><b><u>UCLA Mobile Stroke Program</u></b> brings the hospital to the patient in the field for acute stroke treatment.</p>	<p>The UCLA Mobile Stroke Program will increase its coverage and operational jurisdiction, as funding allows, to reach more patients across Los Angeles County. The program will review patient encounters and successful stroke treatment in a pre-hospital setting compared to national averages to achieve improved patient outcomes.</p>	<ul style="list-style-type: none"> <li>• Beverly Hills Fire Department</li> <li>• DGSOM</li> <li>• Long Beach City Fire Department</li> <li>• Los Angeles City Fire Department</li> <li>• Los Angeles County Fire Department</li> <li>• Santa Monica Fire Department</li> </ul>
<p><b><u>UCLA Health Operation Mend</u></b> provides advanced surgical and medical treatment for post-9/11-era service members and veterans injured during combat operations or while training for service, as well as comprehensive psychological healthcare and social support for both wounded warriors and their family members.</p>	<p>Operation Mend will double the volume of patients in its intensive treatment program, reduce PTSD symptoms, and increase function and reduce pain for surgical patients. The impact will be measured by pre- and follow-up assessments and collecting outcomes data on surgical patients.</p>	<ul style="list-style-type: none"> <li>• The Bush Institute</li> <li>• DGSOM</li> <li>• Emory Healthcare</li> <li>• Iraq and Afghanistan Veterans of America</li> <li>• Massachusetts General Hospital</li> <li>• The Mission Continues</li> <li>• Rush University Medical Center</li> <li>• UCLA School of Dentistry</li> <li>• Veterans Affairs</li> <li>• Wounded Warrior Project</li> </ul>
<p><b><u>UCLA Health Urgent Care Centers</u></b> provide the finest-quality, easily accessible urgent medical care (not life threatening) with hours of service that provide an alternative to emergency room visits during physician non-office hours.</p>	<p>UCLA Health Urgent Care Centers provide physician care when medical conditions are not life threatening and during non-office hours. Progress will be measured by reviewing claims data and trends.</p>	<ul style="list-style-type: none"> <li>• UCLA Health internal programs</li> </ul>
<p><b><u>Venice Family Clinic (VFC)</u></b> 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. DGSOM physicians donate primary and specialty care services, and SMUCLA provides radiology imaging services.</p>	<p>VFC anticipates better patient outcomes for the underserved in West Los Angeles. The impact will be measured through quantifying the services provided.</p>	<ul style="list-style-type: none"> <li>• DGSOM</li> <li>• Health providers</li> <li>• Social services agencies</li> <li>• UCLA Fielding School of Public Health</li> <li>• UCLA School of Dentistry</li> </ul>
<p><b><u>Walk with a Doc</u></b> offers four sites for monthly gatherings allowing the opportunity to chat with local UCLA Health physicians and other people from the community.</p>	<p>The program will expand to additional sites and will measure impact by attendance and number of sessions.</p>	<ul style="list-style-type: none"> <li>• City of Santa Monica</li> <li>• Westfield malls</li> </ul>

Access to health care		
Strategy	Impact	Collaborator(s)
<b>Workshops at The People Concern and annual flu clinic</b> is a program where nurses host monthly workshops about diet, exercise, skin care, etc. and free flu clinics for the homeless population.	Nurses will offer monthly workshops and an annual flu clinic and will measure the impact by reviewing admissions rates of influenza in the homeless population.	<ul style="list-style-type: none"> <li>The People Concern</li> </ul>

**Heart disease**

Goal: Reduce the impact of heart disease and increase the focus on prevention, treatment, and support.

UCLA Hospital System intends to address heart disease through the following programs:

Heart disease		
Strategy	Impact	Collaborator(s)
UCLA Health collaborates closely with the <a href="#">American Heart Association</a> to advance our shared goals of serving our communities and improving health.	The program will increase health education and will be measured by the number of educational events offered in the community.	<ul style="list-style-type: none"> <li>American Heart Association</li> <li>Community health fairs</li> <li>Community group meetings</li> <li>Schools</li> </ul>
<b>Intensive Cardiac Rehabilitation</b> , also known as the <a href="#">UCLA Ornish Lifestyle Medicine™ program</a> focuses on sustainable lifestyle changes using four equally weighted elements: personalized nutrition (consisting of a whole-foods plant-based diet); exercise; love and support; and stress management. By optimizing these four elements, the program empowers participants to: minimize their reliance on medications, reduce the risk of future cardiac events, and most importantly, take control of their health. The curriculum consists of 18 sessions (four hours each) and is delivered twice per week for nine weeks.	<b>Intensive Cardiac Rehabilitation</b> , also known as the <b>UCLA Ornish Lifestyle Medicine™ program</b> , is scientifically proven to reverse the progression of heart disease. Potential health benefits include: Reduced risk of cardiac events and their recurrence; Regression of coronary artery stenosis; Decreased size and severity of myocardial perfusion abnormalities; Significantly greater exercise capacity; Safe avoidance of surgical and percutaneous coronary revascularization procedures in eligible patients; Reduction in weight, depression, angina frequency, blood pressure, cholesterol, blood sugar levels; Lessen dependence on medications; Increased sense of well-being. These will be measured with pre- and post-health assessments to measure reversal outcomes.	<ul style="list-style-type: none"> <li>American Heart Association</li> <li>Outpatient Cardiology Clinics (both UCLA and outside of UCLA)</li> </ul>

## Mental health care

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

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

Mental health care		
Strategy	Impact	Collaborator(s)
<p><b><u>CAN REACH</u></b> UCLA's Early Childhood Partial Hospitalization Program (ECPHP) provides cutting edge treatment for young children on the autism spectrum. CAN REACH is designed to provide community professionals and parents with pro-bono best practice and treatment information regarding individuals with autism spectrum disorder (ASD), providing free bimonthly clinical workshops, educational lectures, intensive summer teacher trainings and accessible parent lectures throughout the year.</p>	<p>CAN REACH will offer events for educators, parents and allied professionals and monitor the experience of the attendees.</p>	<ul style="list-style-type: none"> <li>Local community providers from all disciplines - behaviorists, psychologists, social workers, and school professionals</li> </ul>
<p><b>Didi Hirsch's Suicide Prevention Team clinical partnership</b> provides telephonic follow-up services following the patient's release from hospital.</p>	<p>Didi Hirsch's Suicide Prevention Team clinical partnership will increase the number of patients referred and explore expansion to universal suicide risk screening at UCLA Hospitals' Emergency Departments, collecting data on the number of patients referred.</p>	<ul style="list-style-type: none"> <li>Didi Hirsch Mental Health Services</li> </ul>
<p><b><u>Family Development Program</u></b> offers evidence-based preventive intervention empowering vulnerable parents to approach parenting so it can be joyful, intimate, and child-centered.</p>	<p>The program will increase support from the partner and family, increase maternal responsiveness to child(ren)'s needs and improve appropriate methods of discipline. This will be assessed through integrated postnatal mental health assessments to monitor for post-partum psychological health problems.</p>	<ul style="list-style-type: none"> <li>UCLA Semel Institute - Nathanson Family Resilience Center</li> </ul>
<p><b><u>Families OverComing Under Stress (FOCUS)</u></b> is a trauma-informed, resilience enhancing intervention designed to strengthen youth and families affected by adversity through education, narrative, and resilience skills.</p>	<p>FOCUS will reduce psychological distress in parents and youth and enhance family adjustment and individual coping.</p>	<ul style="list-style-type: none"> <li>UCLA Semel Institute - Nathanson Family Resilience Center</li> </ul>

Mental health care		
Strategy	Impact	Collaborator(s)
<p><b><u>Strategies for Enhancing Early Developmental Success (SEEDS)</u></b> is a research-based preventive intervention focused on mitigating the high risk for school failure in vulnerable children.</p>	<p>SEEDS will improve self-regulation in children, decrease parental stress, and increase parental knowledge regarding child development and school advocacy.</p>	<ul style="list-style-type: none"> <li>UCLA Semel Institute - Nathanson Family Resilience Center</li> </ul>
<p><b><u>Support to Reunite, Involve, and Value Each Other (STRIVE)</u></b> is a family-based psycho-educational intervention, based on cognitive behavioral theories to improve residential/family stability, the quality of residential/family life, and reduce HIV-related sexual and substance use risk acts.</p>	<p>STRIVE will reduce high-risk behaviors in the areas of substance abuse, sexual risk, and delinquency.</p>	<ul style="list-style-type: none"> <li>UCLA Semel Institute - Nathanson Family Resilience Center</li> </ul>
<p>The <b><u>UCLA-DMH Prevention Center of Excellence (Prevention CoE)</u></b> was created in 2018 to help transform preventive care in Los Angeles County through sustainable workforce development, training, coaching and consultation for providers in Los Angeles County.</p>	<p>The Prevention CoE will promote an engaged workforce that is sensitive to trauma, culturally responsive and creates opportunities for resilience-building in the interactions with county patrons and will evaluate the participatory process.</p>	<ul style="list-style-type: none"> <li>LA County Department of Mental Health</li> </ul>
<p><b><u>UCLA-DMH Public Mental Health Partnership</u></b> aims to implement exemplary training and technical assistance activities focused on vulnerable populations with serious mental illness in ways that build excellence in public mental health care across Los Angeles County.</p>	<p>The partnership will offer trainings and technical assistance, measuring impact through the number of trainings and attendance.</p>	<ul style="list-style-type: none"> <li>Academic and non-profit research organizations</li> <li>Clinician experts</li> <li>Contract service providers</li> <li>DGSOM</li> <li>Independent contractors</li> <li>Jane and Terry Semel Institute for Neuroscience and Human Behavior</li> </ul>

<b>Mental health care</b>		
<b>Strategy</b>	<b>Impact</b>	<b>Collaborator(s)</b>
<p><b><u><a href="#">UCLA/VA Veteran Family Wellness Center (VFWC)</a></u></b> provides a warm and welcoming atmosphere for veterans and their families, including parents, couples, and kids. Programming strengthens veterans and their families by providing coordinated, family-centered services including educational and preventive care designed to mitigate stress and enhance well-being.</p>	<p>VFWC will increase the number of veterans and family members seeking prevention services, expanded programming and enhanced partnerships and will use qualitative and quantitative methods to track and evaluate the effectiveness of VFWC services.</p>	<ul style="list-style-type: none"> <li>• California National Guard Behavioral Health</li> <li>• DGSOM</li> <li>• Los Angeles Department of Mental Health</li> <li>• McCormick Foundation</li> <li>• Rush University Road Home Program</li> <li>• Saint John's Health Foundation</li> <li>• VA Greater Los Angeles Healthcare System</li> <li>• Veteran service organizations and non-profits, large and small</li> <li>• Welcome Back Veterans Initiative</li> </ul>

**Overweight and obesity**

Goal: Reduce the impact of overweight and obesity and increase the focus on prevention, treatment, and support.

UCLA Hospital System intends to address overweight and obesity through the following programs:

<b>Overweight and obesity</b>		
<b>Strategy</b>	<b>Impact</b>	<b>Collaborator(s)</b>
<p><b><u><a href="#">Stay Active and Independent for Life (SAIL) Senior Exercise Class</a></u></b> is an exercise program for community dwelling seniors to enhance physical fitness.</p>	<p>SAIL Senior Exercise Class will offer a fitness screen prior to patients beginning the program and will repeat the fitness screens at regular intervals to look for improvements in strength and endurance.</p>	<ul style="list-style-type: none"> <li>• UCLA Health 50 Plus</li> </ul>

<b>Overweight and obesity</b>		
<b>Strategy</b>	<b>Impact</b>	<b>Collaborator(s)</b>
<p><b><u><a href="#">UCLA Diabetes Prevention Program (DPP)</a></u></b> provides education, encouragement, and the tools necessary to help UCLA staff, faculty, students and retirees reach their health goals. Participants meet in a classroom setting for an hour once a week for the first three months, every other week for the next three months, and once a month for the last six months. The Prevent T2 curriculum includes basic information on nutrition, ways to increase physical activity, stress management techniques, and ideas to stay motivated.</p>	<p>Participants track their progress through weigh-ins and reporting the amount of exercise they are completing each week. The goal is for participants to lose 5 to 7 percent of their body weight overall and exercise a minimum of 150 minutes per week.</p>	<ul style="list-style-type: none"> <li>Centers for Disease Control and Prevention</li> <li>FITWELL</li> <li>Healthy Campus Initiative</li> <li>University of California Office of the President/UC Health</li> </ul>
<p><b><u><a href="#">UCLA Health Sports Performance powered by Exos</a></u></b> is a dedicated fitness facility made available as part of UCLA Health's partnership with the Lakers. One of the Center programs is a clinic for coaches at local middle and high schools to teach standardized warm-up techniques and proper nutrition and hydration.</p>	<p>The educational sessions aim to increase awareness regarding sports performance training and will be measured by number of health events and students trained.</p>	<ul style="list-style-type: none"> <li>Local middle and high schools</li> </ul>
<p><b><u><a href="#">UCLA Health Sound Body Sound Mind (SBSM)</a></u></b> promotes self-confidence and healthy lifestyle choices among today's youth by providing comprehensive physical education resources and support to schools throughout Los Angeles.</p>	<p>SBSM will open new fitness centers and refurbish and provide maintenance for all schools. It will expand program offerings to include nutrition education in new schools. SBSM will collect data to determine changes in student fitness levels and behaviors and perceptions surrounding physical fitness.</p>	<ul style="list-style-type: none"> <li>Over 100 schools in Los Angeles</li> </ul>
<p>The <b><u><a href="#">UCLA Santa Monica Diabetes Center</a></u></b> provides diabetes education services by following the American Diabetes Association guidelines.</p>	<p>The program will expand its services to the Spanish speaking population and will monitor attendance.</p>	<ul style="list-style-type: none"> <li>American Diabetes Association</li> <li>DGSOM</li> </ul>

## Additional Programs and Resources

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While UCLA Health has targeted programs toward many of the significant priority health needs identified in the CHNA, the information in the Implementation Strategy is not exhaustive. There are 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 DGSOM. The County of Los Angeles owns and operates these hospitals. 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 DGSOM, and some have clinical duties at RRUCLA. Most UCLA residents receive important components of their training in one or both of these LA County hospitals. These affiliations are absolutely critical to the strength of our medical school, and our faculty and trainees provide care to thousands of patients in County institutions each year.

The [West Los Angeles VA Medical Center](#) is also a major affiliate of UCLA Health and the DGSOM. Many UCLA faculty members are at the VA part- or full-time. Most UCLA residents receive important components of their training at the VA and many medical students have clinical rotations there. This affiliation is absolutely critical to the strength of our medical school, and our faculty and trainees provide care to thousands of veterans each year.

### 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](#) provides patients with health news.
- [Health Tips for Parents](#) provides information for parents of elementary school children courtesy of the pediatricians at MCH.
- [All About Aging](#) offers topical aging healthy articles.
- [Real Questions](#) is a video series that features UCLA Health subject matter experts answering frequently asked questions.
- [UCLAMDChat Webinars](#) offer the latest information on advances and treatments from expert physicians at UCLA. The live-streaming webinars provide the opportunity to learn and to also ask questions.
- [UCLA Health Connect](#) is a virtual community for patients and families to connect, share their experiences, and improve UCLA Health.
- [Community Health Program Videos](#) are videos from some of UCLA Health's community programs and events that help our neighbors lead healthier lives through wellness education and the prevention of illness and injury.

### **Research and Clinical Trials**

UCLA conducts research for a wide range of medical disorders and offers patients opportunities to participate in [research and clinical trials](#).

The [Community Engagement and Research Program](#) (CERP) partners with community members, organizations, service providers, policymakers, academia, government, local health systems and researchers to identify and research public health priorities towards the goal of improving health equity in Los Angeles County.

### **Los Angeles County Community Health Assessment and Action Partnership (LA Partnership)**

UCLA Health is actively engaged as a member of the LA Partnership, a collaboration of local health departments, Hospital Association of Southern California, California Community Foundation, and over 20 non-profit health systems in LA County. The group aims to promote best practices and alignment of CHNAs and prevention-oriented Implementation Strategies among hospitals and community partners.

## **Needs the Hospital Will Not Address**

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UCLA Hospital System is committed to improving the health of our community and has programs addressing each of the significant health needs identified in the 2019 Community Health Needs Assessment. While we address all of these issues daily, we believe we can have a greater impact by focusing our efforts on the selected priority health needs.

For inclusion in the 2020-2022 Implementation Strategy, we selected those needs that we can most effectively address using our existing knowledge, resources and infrastructure: access to health care, heart disease, mental health care, overweight and obesity.

The health needs identified in the CHNA and not included in the health focus areas for this Implementation Strategy are: housing and homelessness, substance use and misuse, dental care, preventive practices, transportation, cancer, and liver disease. Addressing these needs is best served by others in the community with the expertise, capacity and resources, and UCLA will continue to support strong partners in the community to effectively address those needs.

Finally, 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.

## **Implementation Strategy Adoption**

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This Implementation Strategy was adopted by the Governing Body of UCLA Health in October 2019.