



# **UCLA Santa Monica Medical Center**



## **Implementation Strategy**

**FY2023 - FY2025**

## Table of Contents

Introduction.....	2
Report Adoption, Availability and Comments .....	2
Definition of the Community Served.....	3
Community Assessment and Significant Community Health Needs .....	4
Prioritized Health Needs the Hospital Will Address .....	4
Strategies to Address Prioritized Health Needs .....	6
Evaluation of Impact.....	12
Health Needs the Hospital Will Not Address .....	12

## Introduction

UCLA Santa Monica Medical Center is a part of UCLA Health, a world-renowned, nonprofit academic medical center located in Los Angeles, California. UCLA Santa Monica Medical Center serves as the cornerstone of UCLA Health's Santa Monica medical campus. The 281-bed, full-service medical center provides the complete continuum of health care 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.

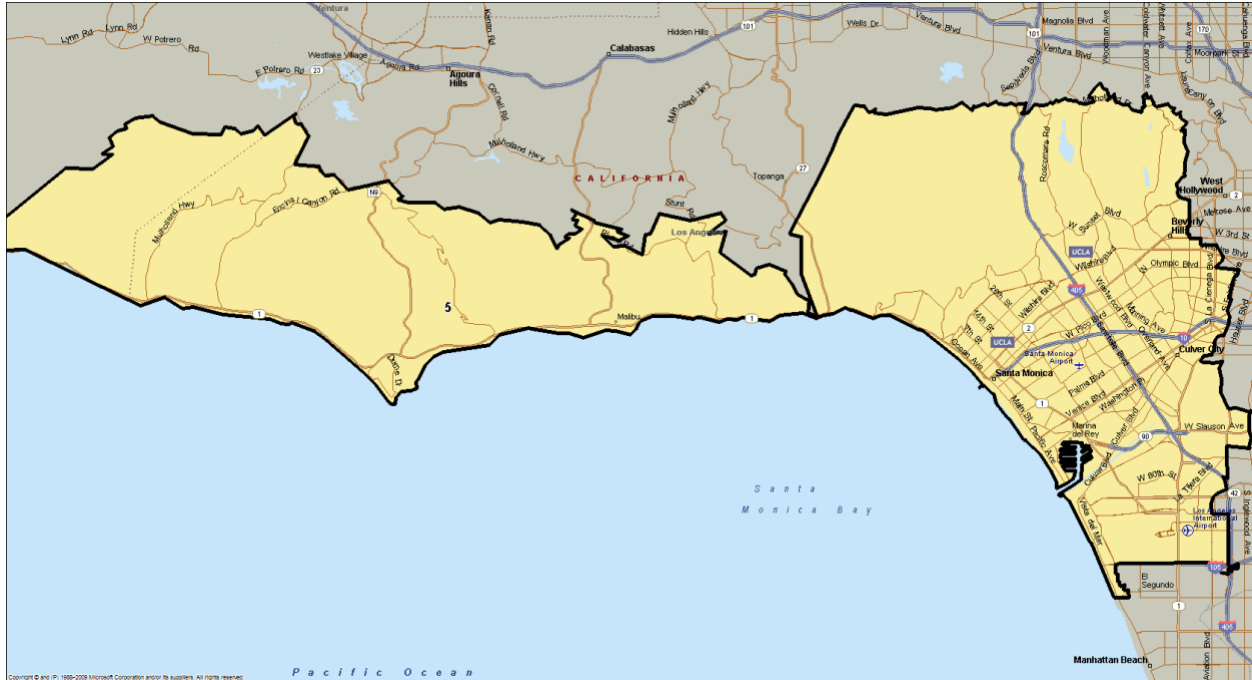
### **Report Adoption, Availability and Comments**

This Implementation Strategy was adopted by the Vice Chancellor and the Governing Body of UCLA Health in September 2022. The report is widely available to the public on the hospital's web site at: <https://www.uclahealth.org/why-choose-us/about/office-community>. Public comment on the Community Health Needs Assessment (CHNA) and Implementation Strategy is encouraged as community input is used to inform and influence this work. Written comments can be submitted to [CHNA@mednet.ucla.edu](mailto:CHNA@mednet.ucla.edu).

## Definition of the Community Served

UCLA Santa Monica Medical Center is located at 1250 16<sup>th</sup> Street, Santa Monica, California 90404. The service area is shared by the UCLA Health hospitals and includes 28 ZIP Codes, representing 18 cities or communities, exclusively in Service Planning Area (SPA) 5 of Los Angeles County.

Map of Los Angeles County Service Planning Area 5



The population of the UCLA Health service area is 656,748. Children and teens, ages 0 to 17, make up 15.7% of the population, 68.4% of the population are adults, ages 18 to 64, and 15.9% of the population are seniors, ages 65 and older. The largest portion of the population in the service area identifies as White (59.2%). Hispanic/Latinos make up 16.1% of the population. Asians comprise 13.6% of the population, and Black/African Americans are 5.8% of the population. Native Americans, Hawaiians/Pacific Islanders, and other races combined total 5.3% of the population. Among the residents in the service area, 10.6% are at or below 100% of the federal poverty level (FPL) and 20.1% are below 200% FPL (low-income). 4.9% of the population in the service area lack health insurance. Educational attainment is a key driver of health. In the hospital service area, 5.6% of adults, ages 25 and older, lack a high school diploma.

## **Community Assessment and Significant Community Health Needs**

UCLA Health conducted a CHNA, which was adopted in June 2022. The CHNA complied with federal regulations guiding tax-exempt hospitals, assessing the significant health needs for the hospital's service area. The Patient Protection and Affordable Care Act through IRS section 501(r)(3) regulations directs nonprofit hospitals to conduct a CHNA every three years and develop a three-year Implementation Strategy that responds to identified community needs. The CHNA and Implementation Strategy help guide the hospital's community health improvement programs and community benefit activities, as well as its collaborative efforts with organizations that share a mission to improve health.

UCLA Health's CHNA incorporated demographic and health data collected from a variety of local, county and state sources to present community demographics, social determinants of health, as well as a broad range of health indicators. Initially, significant health needs were identified through a review of this secondary health data. The identified significant needs included:

- Access to health care (primary care, specialty care, dental care)
- Chronic diseases (asthma, cancer, diabetes, heart disease, liver disease, stroke)
- Community safety
- COVID-19
- Economic insecurity
- Environmental conditions (air and water quality, pollution)
- Food insecurity
- Housing and homelessness
- Mental health
- Overweight and obesity (healthy eating and physical activity)
- Preventive practices (vaccines, screenings, fall prevention)
- Sexually transmitted infections
- Substance use
- Transportation

## Prioritized Health Needs the Hospital Will Address

This Implementation Strategy details how the UCLA Santa Monica Medical Center plans to address the significant health needs identified in the 2022 CHNA. The hospital will build on previous CHNA efforts and existing initiatives, while also considering new strategies and efforts to improve health.

The hospital examined the identified significant health needs and prioritized them with community input through interviews with representatives from community-based organizations and public health agencies.

UCLA Health engaged hospital leaders to examine the identified health needs. The following criteria were used to determine the significant health needs the hospital will address in the Implementation Strategy:

**Existing Infrastructure:** There are programs, systems, staff and support resources in place to address the issue.

**Established Relationships:** There are established relationships with community partners to address the issue.

**Ongoing Investment:** Existing resources are committed to the issue. Staff time and financial resources for this issue are counted as part of our community benefit effort.

**Focus Area:** The hospital has acknowledged competencies and expertise to address the issue and the issue fits with the organizational mission.

The CHNA served as the resource document for the review of health needs as it provided data on the scope and severity of issues and also included community input on the health needs. As well, the community prioritization of needs was taken into consideration. As a result of the review of needs and application of the above criteria, UCLA Health will address the following health needs:

- Access to health care (includes preventive care)
- Heart disease
- Housing and homelessness
- Mental health
- Overweight and obesity

## Strategies to Address Prioritized Health Needs

For each health need the hospital plans to address, the Implementation Strategy describes the actions the hospital intends to take, including programs and resources it plans to commit, anticipated impacts of these actions, and planned collaboration between the hospital and other organizations.

<b>Health Need: Access to Health Care (Includes Preventive Care)</b>	
<b>Goals</b>	<ul style="list-style-type: none"> <li>• Increase access to health care to improve the health of medically underserved individuals in the community.</li> <li>• Increase the capacity of health care provider partners to meet the needs of the medically underserved.</li> </ul>
<b>Anticipated Impact</b>	<ul style="list-style-type: none"> <li>• Increase access to health care and reduce barriers to care.</li> <li>• Increase the availability of health care services in community settings through collaboration with community partners.</li> </ul>
<b>Strategy or Program</b>	<b>Summary Description</b>
Financial assistance for the uninsured or underinsured	Provides financial assistance through free and discounted care and government health programs for low-income patients for health care services, consistent with the hospital’s financial assistance policy.
Care Harbor	Provides free medical, dental, vision and preventive care to underserved residents.
UCLA Health Operation Mend	Serves veterans and their caregivers. Provides medical diagnoses and advanced surgical/medical services, as well as intensive treatment for post-traumatic stress disorder and mild traumatic brain injury.
UCLA Blood and Platelet Center	Organizes and conducts community blood drives.
UCLA Ambulatory Community Outreach Team	Participates in free community events that provide health education and resources.
UCLA Health Nursing Structural Empowerment Council Community Outreach Subgroup	Provides health education workshops and hosts free flu clinics.

<b>Health Need: Access to Health Care (Includes Preventive Care)</b>	
Community screenings	Provides free community screenings, including dental screenings, blood pressure screenings, eye exams, and physical fitness assessments.
Health education and outreach	Provides health resources, nutrition information, and education sessions.
<b>Planned Partnerships and Collaborators</b>	<ul style="list-style-type: none"> <li>Community health centers</li> <li>Community clinics</li> <li>Community-based organizations</li> <li>Los Angeles County Department of Public Health</li> <li>Los Angeles Dodgers Foundation</li> <li>Nickerson Gardens</li> <li>Public assisted housing projects</li> <li>Schools and school districts</li> <li>Senior service organizations</li> <li>The People Concern</li> <li>UCLA Mobile Eye Clinic</li> <li>UCLA School of Dentistry</li> <li>UCLA School of Nursing</li> <li>Veteran serving organizations</li> <li>Youth organizations</li> </ul>



<b>Health Need: Heart Disease</b>	
<b>Goals</b>	<ul style="list-style-type: none"> <li>• Reduce the impact of heart disease and increase the focus on prevention and treatment education.</li> </ul>
<b>Anticipated Impact</b>	<ul style="list-style-type: none"> <li>• Improve screening, prevention, and treatment of heart disease.</li> <li>• Increase compliance with heart disease prevention and management recommendations.</li> </ul>
<b>Strategy or Program</b>	<b>Summary Description</b>
Community health education and outreach	Provides free community education sessions on topics related to heart health and disease prevention. Provides social media outreach and prevention messages.
<b>Planned Partnerships and Collaborators</b>	Community-based organizations American Heart Association Los Angeles County Department of Public Health Los Angeles Dodgers Foundation Schools and school districts

<b>Health Need: Housing and Homelessness</b>	
<b>Goals</b>	<ul style="list-style-type: none"> <li>• Connect persons experiencing homelessness to community-based programs and services.</li> <li>• Build strategies to improve the health and housing stability of persons experiencing homelessness.</li> </ul>
<b>Anticipated Impact</b>	<ul style="list-style-type: none"> <li>• Improve the health of persons experiencing homelessness.</li> <li>• Increase access to community-based homeless services, including housing options.</li> </ul>
<b>Strategy or Program</b>	<b>Summary Description</b>
Community partnerships	Participates in community-wide efforts to collaboratively address housing and homelessness.
UCLA Health Homeless Healthcare Collaborative	A direct-in-community program expands access to efficient, equitable and high-quality health care for people experiencing homelessness in Los Angeles. Mobile medical units provide medical services to unhoused people. Connects people to social services through trusted community partner agencies. Visits encampments, shelters, and interim housing sites to remove barriers to care in order to provide more accessible and equitable care to persons experiencing homelessness.
UCLA Health Nursing Structural Empowerment Council Community Outreach Subgroup	Works with community partners to provided education and flu shots for persons in transitional housing and those experiencing homelessness.
<b>Planned Partnerships and Collaborators</b>	Community-based organizations Homeless Care Services Housing agencies Los Angeles County Department of Public Health The People Concern UCLA School of Nursing

<b>Health Need: Mental Health</b>	
<b>Goals</b>	<ul style="list-style-type: none"> <li>• Increase access to mental health services in the community.</li> </ul>
<b>Anticipated Impact</b>	<ul style="list-style-type: none"> <li>• Improve screening, prevention, and treatment of mental health conditions.</li> </ul>
<b>Strategy or Program</b>	<b>Summary Description</b>
UCLA Behavioral Health Associate clinics	Through a Medicaid waiver, Behavioral Health Associate providers are available at 12 primary care offices in Los Angeles. Offers psychiatric stabilization with medication; individual, couples or family therapy; and group therapy.
Stuart House	Provides free services to child sexual abuse victims, including forensic interviews and specialized therapy services.
The Rape Treatment Center	Provides free treatment to victims of sexual abuse or assault, including medical care, forensic services and trauma-informed therapy.
UCLA TIES (Training, Intervention, Education, and Services) for Families	Interdisciplinary program optimizes the growth and development of foster/adoptive children from birth to age 21, and their families.
UCLA Health Operation Mend	Serves veterans and their caregivers. Provides medical diagnoses and advanced surgical/medical services, as well as intensive treatment for post-traumatic stress disorder and mild traumatic brain injury.
EMPWR	Promotes well-being and resilience in LGBTQ (Lesbian, Gay, Bisexual, Transgender, Queer/Questioning) children, teenagers, and adults.
Stress, Trauma and Resilience (STAR) clinic	Provides evaluation, consultation, prevention, and treatment services for children and family members affected by trauma and other challenging events, including medical illness, traumatic loss, community violence, disasters, and combat deployment stress.
<b>Planned Partnerships and Collaborators</b>	Community health centers Community clinics Community-based organizations Law enforcement agencies Los Angeles County Department of Children and Family Services Los Angeles County Department of Mental Health Schools and school districts Youth organizations

<b>Health Need: Overweight and Obesity</b>	
<b>Goals</b>	<ul style="list-style-type: none"> <li>• Reduce overweight and obesity as a result of increased healthy eating and physical activity.</li> </ul>
<b>Anticipated Impact</b>	<ul style="list-style-type: none"> <li>• Increase compliance with healthy eating and active living recommendations.</li> <li>• Increase access to healthy lifestyle choices in the community.</li> </ul>
<b>Strategy or Program</b>	<b>Summary Description</b>
Sound Body Sound Mind (SBSM)	Supports a school network of more than 145 middle schools and high school in Los Angeles County. Students across six school districts (Los Angeles Unified, Long Beach Unified, Glendale Unified, Compton Unified, Culver City Unified and Santa Monica-Malibu Unified) have access to fitness centers, fitness accessories, and a physical activity and nutrition curriculum. Physical education teachers at the schools have access to professional development to ensure the successful implementation of the program.
Community health education and outreach	Provides free community education on topics related to healthy eating and physical activity. Provides social media outreach and prevention messages.
<b>Planned Partnerships and Collaborators</b>	Community health centers Community clinics Community-based organizations LA28 Los Angeles County Department of Public Health Parks and Recreation departments Ready, Set, Gold! Schools and school districts YMCA Youth organizations

## **Evaluation of Impact**

UCLA Health is committed to monitoring and evaluating key initiatives to assess the programs and activities outlined in this Implementation Strategy. We have implemented a system for the collection and documentation of tracking measures, such as the number of people reached/served, and collaborative efforts to address health needs. An evaluation of the impact of the hospital's actions to address these significant health needs will be reported in the next scheduled CHNA.

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

UCLA Health cannot directly address all the health needs present in the community; therefore, we will concentrate on those health needs that we can most effectively address given our areas of focus and expertise. Taking existing hospital and community resources into consideration, UCLA Health will not directly address the remaining health needs identified in the CHNA, including: chronic diseases (other than heart disease), community safety, COVID-19, economic insecurity, environmental conditions, sexually transmitted infections, substance use and transportation.