



Cedars-Sinai Medical Center’s Implementation Strategy 2016-2019

Cedars-Sinai’s Community Benefit health focus areas and strategies are based on a Community Health Needs Assessment (CHNA) that is conducted every three years, as required by state and federal regulations guiding tax-exempt hospitals. Access to care and chronic disease emerged as the predominant health focus areas for the 2016-2019 Implementation Strategy. The CHNA includes an analysis of input from community stakeholders who represent the broad interests of the many diverse communities served by the hospital, including those stakeholders with expertise in community and public health. The CHNA incorporates existing demographic and health data on these diverse communities.

Health needs were identified in the CHNA and subsequently prioritized by community stakeholders. From the prioritized health needs, Cedars-Sinai chose health focus areas based on criteria, taking into account Cedars-Sinai’s capacity to impact community needs, the strength of community partnerships and the match with Cedars-Sinai’s organizational strategic planning efforts.

This Implementation Strategy addresses the health needs that were identified in the CHNA, prioritized by the community, and refined as Cedars-Sinai’s 2016-2019 health focus areas:

Health Focus Areas

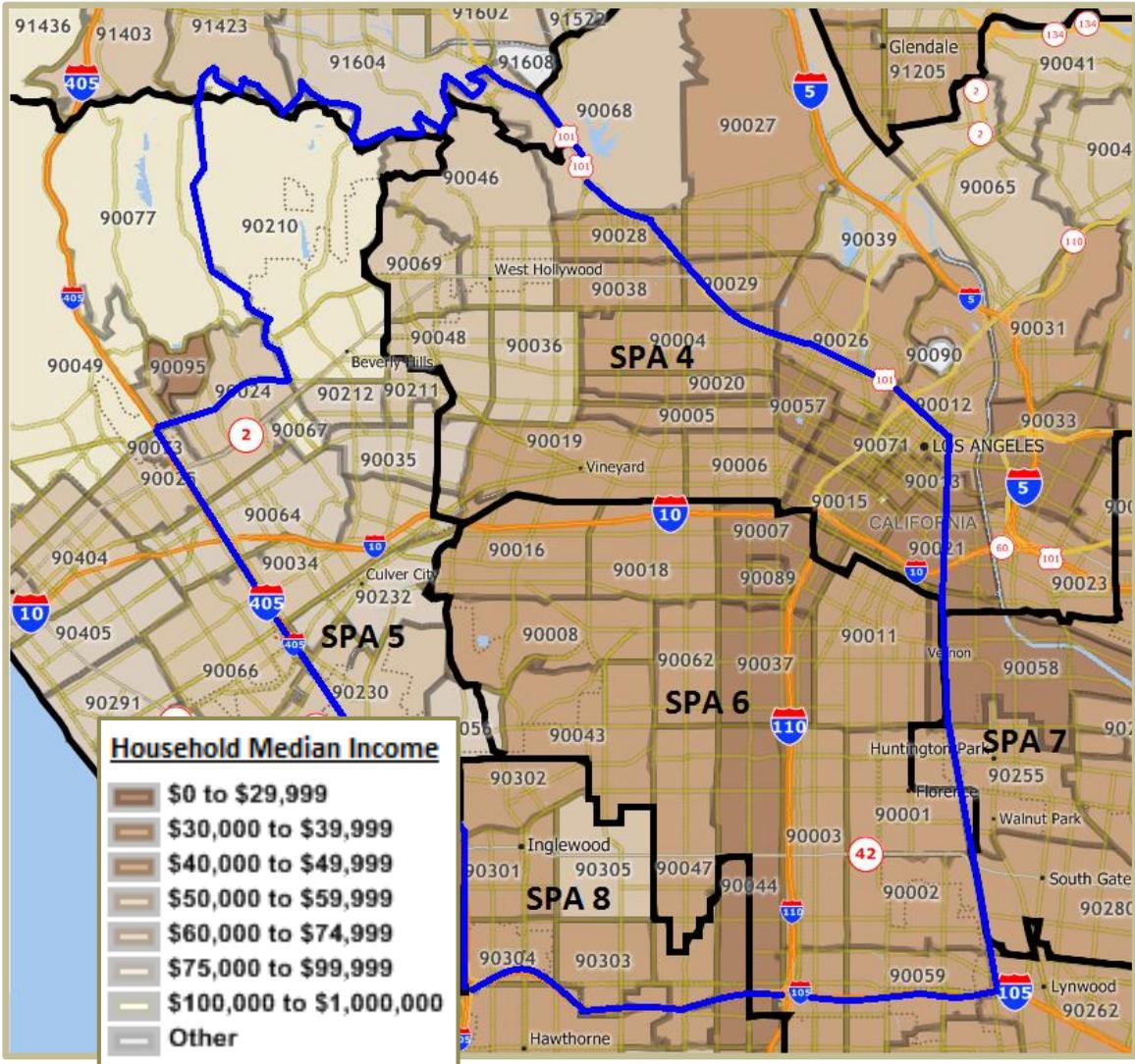
Access to Care: Selected Community Benefit efforts focus on increasing and supporting access to essential health care services for the underserved through direct programs and partnerships with local community-based organizations. Programs, partnerships and strategies address the following access to care priority health needs:

- Primary care
- Specialty care
- Mental health
- Preventive care

Chronic Disease: Community Benefit efforts focus on the prevention of chronic health conditions and their underlying risk factors. Programs, partnerships and strategies address the following priority health needs related to chronic disease:

- Cancer
- Cardiovascular disease
- Diabetes
- Overweight and obesity: healthy food choices and physical activity
- Preventive care

Community Benefit Service Area – Prioritized Geography



Cedars-Sinai addresses health needs in diverse, low-income, underserved communities spanning targeted geographies in Service Planning Areas (SPAs) 4, 5, 6, and 8, as well as other local communities with identified health needs.

Access to Care (primary care, specialty care, mental health, preventive care)

Goals:

- Increase access to health care for medically underserved individuals in our community.
- Increase capacity of health care provider partners to meet the needs of the medically underserved in Cedars-Sinai’s Community Benefit Service Area.

Impact:

- Increase availability and access to primary care, specialty care and preventive care services.
- Increase community-based mental health services for vulnerable populations.
- Enhance the capacity of Federally Qualified Health Centers (FQHCs) to improve quality, leadership development and financial stability.

Health Focus Area	Programs and Strategies	Partnerships and Collaborations
<p>Primary Care Specialty Care Preventive Care</p>	<p>C.O.A.C.H. Cedars-Sinai brings no-cost quality health care services to underserved low-income children and their families through C.O.A.C.H. for Kids and Their Families®. Staffed by Cedars-Sinai professionals, two fully equipped mobile units regularly visit economically disadvantaged neighborhoods to provide preventive care, diagnosis and treatment.</p> <p>COACH will serve communities in Pico-Union/Central Los Angeles, South Los Angeles, Watts, Inglewood, Lennox, Crenshaw/Mid-City, Hollywood/West Hollywood and Downtown/Skid Row.</p> <p>Cedars-Sinai’s Ambulatory Care Clinic The internal medicine and specialty clinics in the Cedars-Sinai Ambulatory Care Center will provide outpatient services to adult vulnerable populations. This care ranges from screening and preventive health measures to management of diabetes and cardiovascular disease. Attending physicians and medical residents will see patients for primary and selected specialty care areas.</p> <p>Training and Direct Medical Care: Saban Community Clinic and other Federally Qualified Health Centers (FQHCs)</p>	<p>C.O.A.C.H. provides services in collaboration with elementary and middle schools, homeless shelters and public housing developments. Key collaborative partners include: Jordan Downs Housing Development, South Los Angeles Wellness Collaborative, First Ladies Health Initiative and the LA Trust Learning Collaborative.</p> <p>Key partners include: Cedars-Sinai internal departments, including imaging, pharmacy and laboratory services.</p> <p>Key partners include: Saban Community Clinic, Venice Family Clinic, Eisner Pediatric</p>

	<p>Cedars-Sinai physicians will provide adolescent and adult patients access to primary care at the Saban Community Clinic. Cedars-Sinai provides supervisorial clinical staff for primary and specialty clinics every week and also financially supports Saban Community Clinic’s Chief Medical Officer. Cedars-Sinai also funds the costs of labs for uninsured patients seen at the clinic. Cedars-Sinai participates on an ongoing basis in executive-level operational discussions.</p> <p>Cedars-Sinai partners with additional FQHCs for medical training, to provide primary care to vulnerable populations. FQHC partnerships give physicians-in-training experience treating a wide range of medical conditions, as well as important exposure to a broad and varied population - culturally, ethnically, racially and in socio-economic status.</p>	<p>and Family Clinic, the Korean Health Information and Resource (KHEIR) Center Clinic and Planned Parenthood Los Angeles.</p>
	<p>Cedars-Sinai Case Management and Social Work Cedars-Sinai will provide vulnerable residents with access to outpatient care, including meal tickets, taxi vouchers, bus tokens and recuperative care or post-hospital skilled nursing care.</p>	<p>The National Healthcare Foundation Recuperative Care Center is a key partner.</p>
	<p>Financial Assistance Cedars-Sinai is committed to providing access to quality health care for the community and treating all of our patients with dignity, compassion and respect. This includes providing services without charge, or at significantly discounted prices, to eligible patients who cannot afford to pay for part or all of their care as provided by the Policy. In addition, we offer our patients a variety of payment plans and options to meet their financial needs even if they do not qualify for assistance under the Policy.</p>	
	<p>Grant-Making: Cedars-Sinai’s Community Clinic Initiative - Strengthening LA’s Safety Net Cedars-Sinai recognizes the critical role of partnerships in promoting access to high-quality care for underserved populations. Multi-dimensional partnerships include significant investments to strengthen the safety net clinic network across Los Angeles, as well as individual capacity-building grants to clinics. Cedars-Sinai grants support programs promoting leadership and effectiveness at FQHCs and FQHC look-alikes. Each program will address a different set of challenges facing community clinics, including developing the next generation of leaders, furthering a culture of quality and promoting financial acumen and preparation for payment reform. Over 32 clinics have participated in programs, and over 23</p>	<p>Key partners and collaborators include: FQHCs and Look-alikes, the Institute for High Quality Care, the Community Clinic Association of Los Angeles County and the Healthforce Center at the University of California San Francisco.</p>

	will continue to engage in significant year-long programs focused on performance improvement projects and in-depth financial benchmarking.	
Mental Health	<p>Psychological Trauma Center</p> <p>The Psychological Trauma Center will continue to offer school-based art therapy programs and services in 28 schools for students impacted by trauma or stressors. The groups follow a 12-week curriculum which includes subjects as varied as trauma, loss and grief, self-esteem, anger management, divorce and substance abuse. Additionally, the Psychological Trauma Center will continue to offer crisis Intervention services, staff and teacher training, substance abuse education and summer programs.</p>	Key partners include: elementary, middle and high schools, along with the Los Angeles Unified School District (LAUSD).
	<p>Community Mental Health Grants</p> <p>Cedars-Sinai will continue to provide mental health grants to increase access to mental health services. The Community Mental Health Grant program focuses grants on mental health needs for vulnerable populations – particularly the uninsured and underinsured. Grants support the provision of direct services to marginalized community members facing significant economic barriers as well as, in many cases, comorbidities.</p>	Community-based mental health care providers serving vulnerable populations are key partners.
	<p>C.O.A.C.H.</p> <p>C.O.A.C.H. for Kids and Their Families® services include counseling, parenting support groups, parent education classes, mental health and children’s groups. Case management and social service assessments include plans and referrals for help with issues such as housing and job training.</p>	C.O.A.C.H. partners with and participates in regional collaboratives seeking to support individuals and families’ mental health and case management needs. Key collaboratives C.O.A.C.H. participates in include: the Southern California Mobile Health Clinics Coalition, the Faith-Based Advisory Council, Watts Gang Task Force.
	<p>Teen Line</p> <p>Teen Line, an independent, Cedars-Sinai supported, nonprofit organization that is housed on the Medical Center’s premises, provides crisis intervention and prevention, education to schools and adolescent-serving agencies, peer counseling and referrals for adolescents ages 12 to 19. The Teen Line hotline, answered by intensively trained high school students, is open daily and receives calls from teens across the nation.</p>	Teen Line collaborators include funding partners, as well as regional and national resource partners providing added support for teens.

Chronic Disease (Cancer, Cardiovascular Disease, Diabetes, Overweight and Obesity, and Preventive Care)

Goals:

- Reduce the impact of chronic diseases on health and increase the focus on chronic disease prevention and treatment education.
- Reduce overweight and obesity as a result of increased healthy eating and physical activity.

Impact:

- Improve screening, prevention and treatment of chronic diseases.
- Increase individuals’ compliance with chronic disease prevention and management recommendations.
- Increase access to healthy food and physical activity options in the community.

Health Focus Area	Programs and Strategies	Partnerships and Collaborations
<p><i>Cancer</i></p>	<p>Patient and Community Support Groups</p> <ul style="list-style-type: none"> • Cancer Exercise Program supports people who have cancer-related fatigue. The program provides a foundation for individuals to continue exercising using community resources after completion. • Cancer Survivor Support Group is a 10-week, monthly support group for those with cancer who are nearing or finished with treatment. • Cancer Survivorship Services provide rehabilitation medicine to cancer patients, including social services, exercise recovery, nutrition services, grant studies, and referral services to assist with healing and rehabilitation and improve quality of life after cancer treatment. • Hematology Oncology Support Groups include Qigong, Restorative and Strengthening Yoga Classes – all designed for cancer survivors and open to community members to help them heal and cope with cancer. 	<p>Key partners include: schools, municipalities, faith groups and community-based organizations and the American Cancer Society</p>

	<p>Education</p> <p>Cedars-Sinai will provide cancer education for identified community needs by deploying expert health professionals at the Medical Center and in the community. Programs focus on cancer prevention and early diagnosis as well as treatment information. They include community education lectures about skin cancer awareness, prostate and colorectal cancer, and breast cancer. Additionally, lifestyle-focused education such as proper weight management, exercise, tobacco and alcohol will be provided.</p>	
	<p>Community-Based Cancer Preventive Screenings</p> <p>Based on assessed needs, Cedars-Sinai will continue screening programs for lung, breast, prostate, skin, colorectal and oral cancers, both at the Medical Center and in the community. These include:</p> <ul style="list-style-type: none"> • Throughout the year, the Saul and Joyce Brandman Breast Center at Cedars-Sinai’s Samuel Oschin Cancer Center participates in community health fairs to provide breast cancer risk assessments, provide education on breast health and breast self-exam and provide referrals to other community programs, free of charge. Cedars-Sinai also partners with Watts Health Foundation and the American Cancer Society to provide discounted mammograms. • Prostate cancer screening and risk assessments are held annually and include physical examinations, laboratory tests, education and referrals for follow up. • Oral cancer exams are held in collaboration with a community mobile screening van. • Colorectal cancer testing and screening programs are held in community venues. • Pulmonary testing and screening programs are held in community venues. • Cedars-Sinai also sponsors a reduced cost lung cancer screening program. • Community education, lectures and panels addressing prevention, genetics, clinical trials, colon cancer and more, with focused efforts towards at risk and ethnic communities. 	
<p>Cardiovascular Disease Diabetes</p>	<p>Patient and Community Support Groups</p> <p>The Diabetes Support Group is coordinated by the Diabetic Outpatient Training and Education Clinic at Cedars-Sinai. The Diabetic Support Group meets monthly and is open to the public. The group will continue to provide nutrition and dietary counseling to help people manage their diabetes.</p>	<p>Key partners include: local cities, senior centers, faith-based organizations, American Diabetes Association, American Heart Association, Telemundo, and Cedars-Sinai clinical staff.</p>

	<p>Community Health Programs and Screenings and Health Fairs</p> <p>Cedars-Sinai will continue to provide free public screening exams, including point-of-care testing for diabetes and cardiovascular disease at diverse community venues and the Medical Center. Examples include:</p> <ul style="list-style-type: none"> • Partner with the cities of Los Angeles, West Hollywood and Beverly Hills to provide blood glucose, cholesterol and blood pressure screenings in partnership with community organizations. • Partner with senior centers to provide risk assessment, health screening and preventive health education. In addition, health maintenance programs are designed to allow seniors to maintain independent living and manage diabetes and cardiovascular disease. • Partner with faith-based organizations such as churches and synagogues to provide screening and referral programs for cholesterol, diabetes, hypertension and stroke prevention and control. • Partner with disease-specific organizations including the American Diabetes Association and American Heart Association to provide risk assessment, health screening and preventive health education. • Partner with a media organization to hold population-specific health events. Each year Cedars-Sinai participates in the Telemundo Health Fair in collaboration with other community organizations to provide free/low-cost screening for diseases, counseling and referrals as needed for the Latino community. • Provide community health programs and screenings in collaboration with nursing, medical staff and various members of the clinical care team. 	
<p><i>Overweight and Obesity Healthy Eating and Physical Activity</i></p>	<p>Healthy Habits</p> <p>Cedars-Sinai’s Healthy Habits program will continue to provide education and technical assistance to support healthy eating and physical activity among school-aged children and their families in Mid-City Los Angeles. Working with underserved communities, Cedars-Sinai health educators provide children and their families with the knowledge and skills needed to adopt healthy lifestyles. Over time, Healthy Habits has grown in scope and includes: Healthy Habits for Kids, Healthy Habits for Families, Healthy Habits for Middle School, community health displays and workshops, Grocery Store Tour programs,</p>	<p>Key partners include: elementary and middle schools, the Los Angeles Unified School District (LAUSD), and local churches.</p>

	<p>teacher trainings, and ongoing capacity building and technical assistance to community partners throughout Mid-City Los Angeles.</p>	
	<p>C.O.A.C.H. The C.O.A.C.H. Be Healthy, Be Strong! Program will continue to provide intervention and prevention services, including comprehensive nutrition assessments, counseling and monitoring for overweight and obese children; preschool nutrition and fitness education; 5th grade nutrition and fitness education; nutrition and fitness education through theater arts and gardening; parent education workshops; and healthy cooking classes for children and parents.</p>	<p>C.O.A.C.H. provides services in collaboration with elementary and middle schools, community-based programs, homeless shelters and public housing developments. Key collaborative partners include: Jordan Downs Housing Development, South Los Angeles Wellness Collaborative, First Ladies Health Initiative and the LA Trust Learning Collaborative.</p>
	<p>Community Health Programs Cedars-Sinai will continue to sponsor and implement free programs in the community such as the Walk for Fitness senior exercise programs held in collaboration with a shopping center and residential living. Healthy eating lectures are provided at the Medical Center and at diverse community locations by registered dietitians and nutritionists.</p>	<p>Key partners are senior centers.</p>
Preventive Care	<p>Senior Flu and Pneumococcal Vaccines Cedars-Sinai will continue to provide free immunization programs for children, adults and seniors. Influenza and pneumococcal shots are offered free to the public.</p>	<p>Key partners include: schools, work sites, faith-based and community organizations.</p>
	<p>C.O.A.C.H. Staffed by Cedars-Sinai professionals, the C.O.A.C.H. for Kids and Their Families® program will continue to provide preventive care in vulnerable communities. COACH services include immunizations, health screenings, case management, dental screenings, fluoride varnish treatments, oral health education, referrals to low-cost or free dental clinics, as well as nutrition and fitness assessments and education.</p>	
	<p>Community Health Programs Cedars-Sinai will continue to implement free community lectures at community sites to provide health information to vulnerable populations. Health education lectures are provided by Cedars-Sinai nurses, physicians and other health professionals and cover a wide range of topics identified by the community.</p>	

Alignment with Public Health Community Health Improvement Plan

Cedars-Sinai is committed to collaborating with the Los Angeles County Department of Public Health to align with their Community Health Improvement Plan. Cedars-Sinai's Implementation Strategy concentrates on "Priority Area 1: Increase Prevention to Improve Health" of the Community Health Improvement Plan for Los Angeles County. The goals for this Priority Area (Goal 1.1: Prevent and manage chronic disease; and Goal 1.2: Increase access to care (medical, clinical preventive services, mental health and dental) correspond to the Cedars-Sinai Implementation Strategy's health focus areas.

Evaluation of Impact

The health focus areas identified above were determined through a data collection, analysis and prioritization process that incorporated community input. Due to the quantity and scope of the community's health needs identified, it is necessary to identify focus areas and to ensure that the community benefit initiatives are effective in improving the health of vulnerable populations. In support of Cedars-Sinai's mission to improve the health of the community, Cedars-Sinai has committed to ongoing Community Benefit program evaluation to ensure maximum impact of our Community Benefit strategies. In particular, Cedars-Sinai engages in ongoing outcomes evaluation for significant program investments: C.O.A.C.H. for Kids and Their Families®, Community Health and Education, Healthy Habits, Psychological Trauma Center and Youth Employment Development. From 2016-2019, Cedars-Sinai will incorporate evaluation results into program strategy, planning and implementation.

Health Needs the Hospital Will Not Address

Numerous and diverse programs, partnerships and strategies are included in the Implementation Strategy to maximize effectiveness in addressing health needs in the communities served by Cedars-Sinai. There were identified significant health needs that did not meet the criteria for developing and implementing a health focus area, and thus may not be addressed in this Implementation Strategy. This is not intended to minimize the importance of those health needs; it is a reality of having a strategic focus on effectiveness to improve community health. The health needs that were identified in the CHNA but not included in the health focus areas for this Implementation Strategy are: asthma, community safety, dental care, HIV/AIDS, homelessness and housing, and substance abuse. These health needs did not meet the criteria developed for the purposes of selecting health focus areas.

More Information

Please reference the Cedars-Sinai Community Health Needs Assessment (CHNA) 2016 for more information on Cedars-Sinai's significant health needs, comprehensive Community Benefit and health improvement strategies and commitments, and evaluation of impact. Additionally, please reference Cedars-Sinai's 2016 Community Benefit Update and Plan Report submitted to the California Office of Statewide Health Planning and Development. Cedars-Sinai's Community Benefit information can be reached here:

<http://cedars-sinai.edu/Community-Benefit/index.aspx>.