



Cedars-Sinai Medical Center's Implementation Strategy 2019 - 2022

Cedars-Sinai's Community Benefit health focus areas and strategies are based on a Community Health Needs Assessment (CHNA) as required by state and federal regulations guiding tax-exempt hospitals. Access to care, chronic disease and homelessness emerged as the predominant health focus areas for the 2020-2022 Implementation Strategy. The CHNA includes an analysis of input from community stakeholders who represent the broad interests of the 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 the Community Benefit service area 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 alignment with Cedars-Sinai's organizational strategic planning efforts.

Health Focus Areas

Access to Care: 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
- Mental health
- Preventive care

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

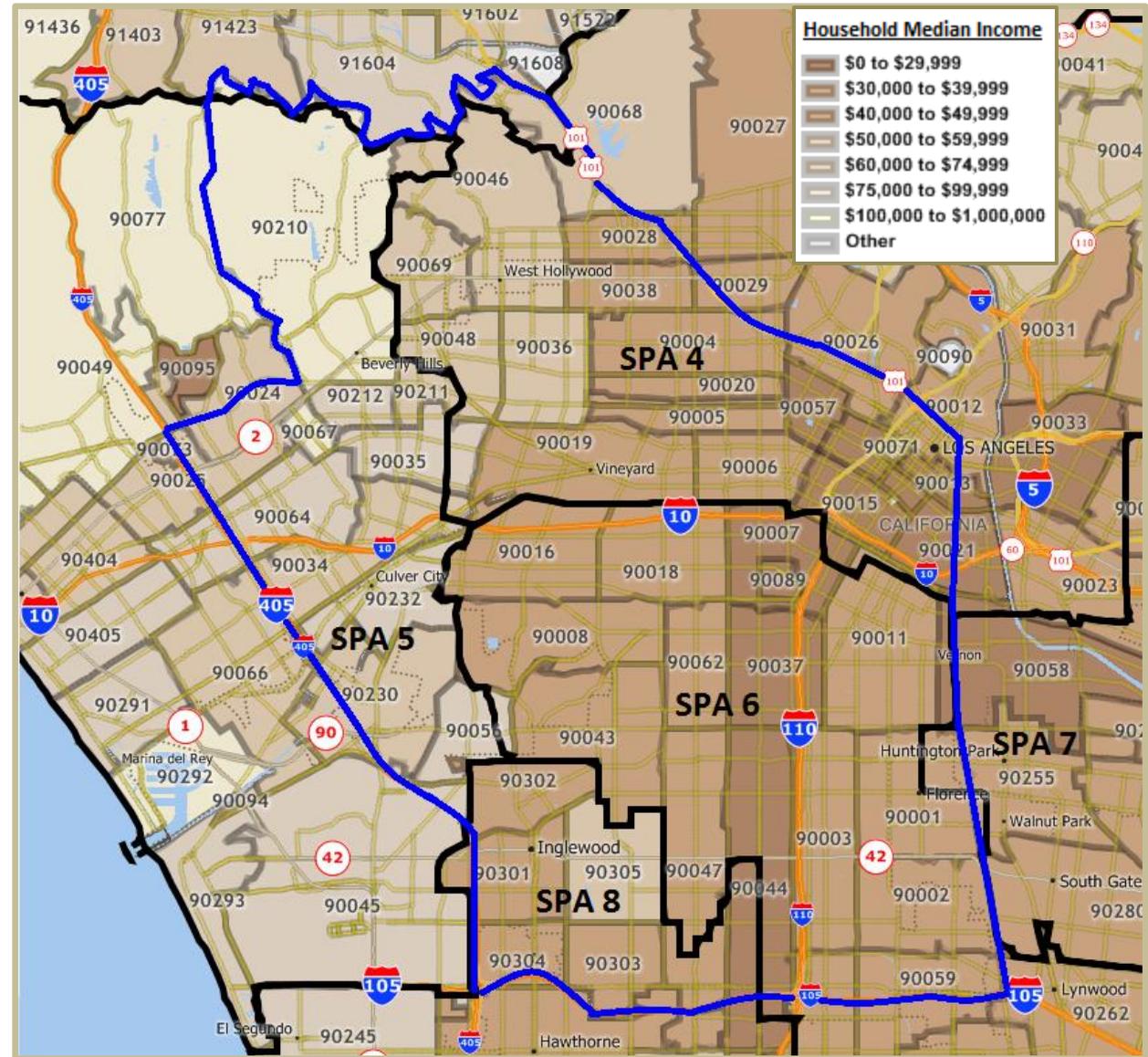
- Cancer
- Cardiovascular disease
- Diabetes
- Overweight and obesity: healthy food choices and physical activity

Homelessness: Community Benefit efforts focus on connecting people experiencing homelessness to community-based programs and services as well as building strategies to improve the health and housing stability of homeless individuals.

Priority Geography

Cedars-Sinai is located at 8700 Beverly Boulevard, Los Angeles, California 90048. The Community Benefit Service Area includes large portions of Service Planning Areas (SPAs) 4 (Metro), 5 (West) and 6 (South), and a smaller portion of SPA 8 (South Bay) in Los Angeles County. The Community Benefit Service Area can also be viewed by Los Angeles City Council Districts, covering all or part of districts 1, 4, 5, 8, 9, 10, 13, 14 and 15.

Cedars-Sinai commits to addressing health needs in underserved communities located primarily in Service Planning Areas (SPAs) 4 and 6, and parts of SPA 8, as well as institution-adjacent communities with identified needs. These areas include diverse, low-income communities that experience greater health challenges than other areas of the Cedars-Sinai Community Benefit Service Area.



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

Goals:

- Increase access to health care and improve the health of 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 and preventive care services.
- Increase community-based mental health services for vulnerable populations.
- Enhance the capacity of community health centers to improve quality, leadership development and financial stability.

Health Focus Area	Programs and Strategies	Partnerships and Collaborations
<p>Primary Care Preventive Care</p>	<p>COACH for Kids Cedars-Sinai brings no-cost quality health care services to underserved low-income children and their families through COACH. Staffed by Cedars-Sinai professionals, two fully equipped mobile units regularly visit economically disadvantaged neighborhoods to provide preventive care, diagnosis and treatment. COACH will provide well-child and immunization clinics for children, dental screenings and fluoride varnish services for children and adults, BMI/BP screening clinics for adults, nutrition and fitness education, and linkages to health homes. COACH serves communities in Downtown/Skid Row, Pico-Union/Central Los Angeles, South Los Angeles, Watts, Compton, Inglewood, Crenshaw/Mid-City, and Hollywood/West Hollywood. Health care services will be provided at Head-Start Centers, elementary, middle, and high schools, community-based agencies, family homeless shelters and public housing developments.</p>	<p>Key partners include: the Los Angeles Unified School District, Children’s Institute Inc., Inglewood Unified School District, the Housing Authority of the City of Los Angeles (HACLA), South Los Angeles Health Projects WIC, Public Health Foundation Enterprises WIC, and Upward Bound House Shelters</p>
	<p>Training and Direct Medical Care: FQHCs and a partnership with Saban Community Clinic Cedars-Sinai will partner with FQHCs located in Los Angeles to train medical and residents. These partnerships provide physicians-in-training exposure to cultural and psychosocial aspects of patient care and experience treating a wide-range of medical conditions. Cedars-Sinai physicians will provide adult patients access to primary care at the Saban Community Clinic for medical conditions and ancillary services. Cedars-Sinai will provide medical residents for primary clinics, will financially support Saban Community Clinic’s provision of primary care to clinic patients, and will provide funding for clinical care.</p>	<p>Key partners include: Saban Community Clinic, Venice Family Clinic, Planned Parenthood Los Angeles, Los Angeles Christian Health Center, Eisner Pediatric & Family Medical Center, APLA Health and Korean Health Education Information and Research Clinic.</p>

	<p>Cedars-Sinai’s Ambulatory Care Clinic The internal medicine clinic in the Cedars-Sinai Ambulatory Care Center will provide outpatient services to vulnerable adult populations. Services will include screening, preventive health measures, and management of chronic disease.</p>	Key partners include: Cedars-Sinai internal departments, including imaging, pharmacy and laboratory services.
	<p>Cedars-Sinai Case Management and Social Work Cedars-Sinai will provide vulnerable residents with recuperative care or post-hospital skilled nursing care as well as access to outpatient care, including meal tickets, taxi vouchers, and bus tokens as needed.</p>	The National Healthcare Foundation Recuperative Care Center is a key partner.
	<p>Financial Assistance Cedars-Sinai will provide financial (sometimes referred to as charity care) assistance through both free and discounted care and government health programs for low-income persons (i.e. Medi-Cal) for health care services, consistent with the hospital’s financial assistance policy.</p>	
	<p>Grantmaking: 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. Cedars-Sinai is building multi-dimensional partnerships that include significant investments to strengthen the safety clinic network across Los Angeles, as well as individual capacity-building grants to clinics. Cedars-Sinai will fund yearlong capacity-building programs that focus on quality, leadership, and financial sustainability and reach the majority of clinics in Cedars-Sinai’s Community Benefit Service Area. Grants will also support LA County community clinics build greater capacity to address food insecurity and transportation issues for those who need support.</p>	Key partners include: FQHCs and Look-Alikes, the Institute for High Quality Care, the Community Clinic Association of Los Angeles County and the UCSF Healthforce Center.
	<p>Senior Flu and Pneumococcal Vaccines Cedars-Sinai will provide free immunization programs for children, adults and seniors. Influenza and pneumococcal shots are offered free to the public.</p>	Key partners include: schools, work sites, faith-based and community organizations.
	<p>LEAP (Leveraging Exercise to Age in Place): Cedars-Sinai Geriatric Medicine With support from the AARP Foundation, Cedars-Sinai will continue to implement exercise and health management evidence-based programs focused on fall prevention and social isolation.</p>	Key partners include: Jewish Family Services of Greater Los Angeles, Partners in Care Foundation and senior centers
Mental Health	<p>Share & Care The Share & Care program will offer programs and trainings for children, teachers, parents and school principals – supervised by licensed mental health practitioners – that will enhance an at-risk child's ability to learn in the classroom, change destructive behaviors and envision a brighter and happier future. Share & Care counselors will facilitate 12-week group art-therapy programs that provide a therapeutic environment to improve students’ ability to concentrate on their lessons. Therapy groups will focus on trauma, loss and grief,</p>	Key partners include: elementary, middle and high schools, and the Los Angeles Unified School District (LAUSD).

	<p>self-esteem, bullying, socialization, anger management, divorce, shyness, students with an incarcerated parent, and substance abuse.</p>	
	<p>Grantmaking: Behavioral Health Initiative Grants Cedars-Sinai will provide behavioral health grants to increase access to mental health care and substance use disorder services. The Behavioral Health Initiative will provide grants that address the behavioral health needs of vulnerable populations – particularly the uninsured, underinsured and the uninsurable. The Behavioral Health Initiative will increase access to high-quality mental health and substance use disorder services through grant support for capacity-building programs and direct service continuity grants. The Behavioral Health Initiative aims to promote effective linkages to care and will focus on increasing access to needed behavioral health services with an emphasis on primary care integration and supportive patient navigation.</p>	<p>Key partners include: community mental health care providers, social service providers, the Center for Care Innovations, and University of California, Irvine</p>
	<p>Teen Line Teen Line, a Cedars-Sinai supported organization housed on the Medical Center’s premises, provides crisis intervention and prevention, peer counseling and referrals for adolescents ages 12 to 19. The teen-to-teen program helps young people cope in times of trauma and stress by offering advice and referrals. Teen Line's outreach services provide education to schools and adolescent-serving agencies. The Teen Line hotline, answered by intensively trained high school students, is open daily and receives calls from teens across the nation.</p>	<p>Key partners include: funding partners, regional and national resource partners providing added support for teens.</p>
	<p>COACH for Kids COACH will provide services that 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>	<p>Key partners include: collaboratives that support individuals’/families’ mental health needs, Southern California Mobile Health Clinics Coalition, Faith-Based Advisory Council, Watts Gang Task Force and Shields for Families.</p>

Chronic Disease (Cancer, Cardiovascular Disease, Diabetes, Overweight and Obesity – Healthy Food Choices and Physical Activity)

Goals:

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

Impact:

- Improve screening, prevention and treatment of chronic diseases.
- Increase individuals’ participation in chronic disease prevention and management recommendations.

Health Focus Area	Programs and Strategies	Partnerships and Collaborations
<i>Cancer</i>	<p>Support Groups Cedars-Sinai will provide comprehensive support groups that focus on assisting persons with cancer and their family and caregivers. Support groups include:</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. • Samuel Oschin Comprehensive Cancer Institute Cancer Survivorship Services provides 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. • Nutrition & Cancer Workshop is for families and caregivers. Presenters are registered dietitians, board certified in oncology nutrition. • Hematology Oncology Support Groups include Qigong, Stress Reduction Writing, Restorative and Strengthening Yoga Classes. These groups are designed for cancer survivors and open to community members to help them heal and cope with cancer. • C-S Cancer Outreach Services: Lectures, presentations and cancer screenings, open to the public in the community and CSMC venues, designed to educate and encourage targeted, underserved populations to obtain cancer screenings & treatment. Targeted, underserved populations include: racial minorities, LGBTI populations & women. • Samuel Oschin Comprehensive Cancer Institute Sarcoma Support Group: Support Group for all patients with diagnosis of sarcoma. 	<p>Key partners include: schools, municipalities, faith groups and community-based organizations, the American Cancer Society, and Los Angeles Police Department.</p>

<ul style="list-style-type: none"> • Samuel Oschin Comprehensive Cancer Institute Men’s Monthly Cancer Support Breakfast: Once a month, approximately 12 men meet for breakfast, on the 4th Monday of each month, an event open to the public to provide psycho-social support to Cancer patients/survivors. • Samuel Oschin Comprehensive Cancer Institute Kidney Cancer Support Groups: Educational and Support Program for patients with Kidney Cancer. • Samuel Oschin Comprehensive Cancer Institute It’s All About Improv After Cancer: Samuel Oschin Comprehensive Cancer Institute 6-week program taught by a facilitator/actress. Program teaches Cancer Prostate patients/survivors exercises in humor, stress & anxiety to express and relieve their tension during the healing process. • Brain Aneurysm and Brain Tumor Educational Support Groups: Meet quarterly, are open to the public for informative presentations given by Cedars-Sinai clinicians, MDs and other healthcare professions. The support groups provide a venue to meet and support others that are experiencing similar challenges related to their medical condition. 	
<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 will focus on cancer prevention and early diagnosis as well as treatment information. They will include community education lectures on topics such as 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>Cedars-Sinai will continue screening programs for lung, breast, prostate, skin, colorectal and oral cancers, at the Medical Center and in the community. These will include:</p> <ul style="list-style-type: none"> • The Cedars-Sinai Wasserman Breast Cancer Risk Reduction Program at the Samuel Oschin Comprehensive Cancer Institute’s Saul and Joyce Brandman Breast Center, a project of Women’s Guild, will provide breast cancer risk assessment services, including genetic testing. Additionally, throughout the year, the Wasserman Breast Cancer Kiosk Risk Assessment program will participate in community health fairs to provide breast cancer risk assessment services and referrals to the community, free of charge. Cedars-Sinai will also partner with the American Cancer Society to provide discounted mammograms. • Prostate cancer screening and risk assessments will be conducted annually and will include physical examinations, laboratory tests, education and referrals for follow up. • Oral cancer exams will be offered in collaboration with a community mobile screening van. 	

	<ul style="list-style-type: none"> • Colorectal cancer screening will be provided in collaboration with the Los Angeles Police Department. • Pulmonary testing and screening programs will be offered in community venues. • Cedars-Sinai will also sponsor a reduced cost lung cancer screening program. 	
<p>Cardiovascular Disease Diabetes</p>	<p>Patient and Community Support Groups A Diabetes Support Group, coordinated by the Diabetic Outpatient Training and Education Clinic at Cedars-Sinai, will meet monthly and is open to the public. The group will provide nutrition and dietary counseling to help people manage their diabetes.</p> <p>Community Health Improvement Programs, Screenings and Health Fairs Cedars-Sinai will provide free public screening exams, including point-of-care testing for diabetes and cardiovascular disease at the Medical Center and at diverse community venues. 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 to provide risk assessment, health screening and preventive health education. • Partner with a media organization to hold population-specific health events. Cedars-Sinai will participate in the annual <i>Telemundo</i> Health Fair in collaboration with other community organizations to provide free/low-cost screening for diseases, counseling and referrals 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>Key partners include: local cities, senior centers, faith-based organizations, American Diabetes Association, American Heart Association, Telemundo, and Cedars-Sinai clinical staff.</p>

<p>Overweight and Obesity: Healthy Food Choices and Physical Activity</p>	<p>Healthy Habits Cedars-Sinai’s Healthy Habits program will provide education and technical assistance to support healthy eating and physical activity among school-aged children and their families in Mid-City Los Angeles, Koreatown and surrounding communities. Working with underserved communities, Cedars-Sinai health educators will provide children and their families with the knowledge and skills needed to adopt healthy lifestyles. Healthy Habits includes: Healthy Habits elementary curriculum, Healthy Habits for Families, Cooking Healthy Habits, Building Healthy Habits, Step & Sweat Walking Club, Exercise in the Park, Grocery Store Tour, summer programs, teacher trainings, and ongoing capacity building and technical assistance to schools and community partners.</p>	<p>Key partners include: elementary schools, the Los Angeles Unified School District (LAUSD), LA City Department of Recreation and Park and community-based organizations.</p>
	<p>COACH for Kids COACH will 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>Key partners include: elementary and middle schools, community-based programs, homeless shelters and public housing developments, Jordan Downs Housing Development, South Los Angeles Wellness Collaborative, First Ladies Health Initiative and the LA Trust Learning Collaborative.</p>
	<p>Community Health Improvement 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> <p>Cedars-Sinai will seek system-level coordination of Community Health Improvement programs, with a special focus on leveraging Cedars-Sinai’s system-level capacity along with target geographies and community needs to build strategies, programs and services that improve community health.</p>	<p>Key partners include: senior centers, schools, community clinics and other community organizations.</p>

Homelessness

Goals:

- **Improve health care delivery to persons experiencing homelessness.**
- **Connect persons experiencing homelessness with needed resources.**

Impact:

- **Improve the health of homeless individuals.**
- **Increase access to community-based services.**

Health Focus Area	Programs and Strategies	Partnerships and Collaborations
<p><i>Homelessness</i></p>	<p>Emergency Department Homeless Navigation Cedars-Sinai will provide two on-site homeless navigators in the Emergency Department (ED) who will support patients who are being discharged from the ED and are experiencing homelessness. The navigators will assist in coordinating discharge plans, assessing patient needs, and providing complex case management to connect homeless patients to community services including the Coordinated Entry System (CES), housing, primary care, mental health, substance use, and other supportive services.</p>	<p>Key partners include: Community organizations that work directly with people experiencing homelessness or strive to improve housing stability and access to care, recuperative care facilities and other hospitals, lead-agencies and housing innovators to collaborate on scalable solutions.</p>
	<p>Recuperative Care Cedars-Sinai will support patients who require additional assistance post-discharge, but are homeless and lack a place to recover. Cedars-Sinai will discharge these patients to facilities designed to help care for patients and to connect them into programs, including the Coordinated Entry System (CES), so they can receive government benefits and be screened and rated to become eligible for longer-term housing solutions. Cedars-Sinai currently is leasing five recuperative care beds, with plans to expand.</p>	
	<p>Social Determinants of Health (SDOH) Community Resources Connections (CRC) Cedars-Sinai is developing a coordinated and cohesive cross-departmental approach to address social needs, SDOH, and health equity for patients with - and/or at risk of - housing instability and/or homelessness. This initiative provides screening opportunities to detect vulnerable patients who are at risk of having unmet social needs. CRC will provide community health workers to connect patients to community-based services to meet the needs of food insecurity, transportation, housing instability/homelessness, behavioral health services including mental health, substance use, cognitive impairment, and social isolation.</p>	

	<p>Connecting Your Care (CYC) As an extension of Cedars-Sinai’s partnership with Saban Community Clinic, interested homeless patients are connected directly to a case manager at Cedars-Sinai’s nearest FQHC.</p>	
	<p>Collaboratives Cedars-Sinai is committed to be a key stakeholder in community initiatives and supporting community-based coalitions and committees by having representatives serve on many community collaboratives. Participation in various collaboratives sets the foundation for seamless care coordination with community providers and partners for patients experiencing homelessness. These collaboratives include the Midtown Homeless Coalition, Beverly Hills Homeless Collaborative, WEHO Homeless Initiative, Hollywood 4WRD, and the CES Midtown Homeless Navigation Collaborative.</p>	
	<p>Grantmaking: Homelessness and Housing CSMC will provide grant support to community clinics and community service agencies that foster housing stability and provide sustainable programs for homeless residents. Grant funding will also establish the Cedars-Sinai Housing Stability Loan Fund, designed to provide immediate housing assistance to stabilize those on the verge of homelessness. Grant support will focus efforts on prevention, with targeted attention to older adults, youth, LGBTQ+, medically underserved and other vulnerable populations.</p>	

Evaluation of Impact

The health focus areas identified above were determined through data collection, analysis and a 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 the community benefit initiatives are effective in improving the health of vulnerable populations. In support of our mission to improve the health of the community, CSMC has committed to ongoing program evaluation to ensure maximum impact of our community benefit strategies. CSMC will incorporate evaluation results into program strategy, planning and implementation.

Health Needs the Hospital Will Not Address

There were significant health needs identified in the CHNA that did not meet the criteria for developing and implementing a health focus area and, as a result, are not 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 identified in the CHNA but not included in the health focus areas for this Implementation Strategy are: community safety, dental care, economic insecurity, food insecurity, sexually transmitted infections, and substance use and misuse. CSMC will continue to look for opportunities to address community needs where we can make a meaningful contribution.