



# 2020 Impact Report



## PRESIDENT'S MESSAGE:

It is with a sense of pride and accomplishment that I share HASC's 2020 Impact Report with you.

It was a year like no other as HASC and its members responded to COVID-19. While multiple vaccines now bring optimism, we are still fully enveloped in this battle. We know our members' backs are against the wall and we are continuing to survey the landscape to anticipate new and unforeseen challenges that may appear.

The story of 2020 is a story of hospitals contending with a raging storm armed with limited resources and nationwide shortages of critical supplies, equipment, and our most precious resource – health care workers. While I'm pleased that we successfully advocated for close to \$94 million in Coronavirus Relief Funds last year, this number is only a fraction of the financial burden incurred in our fight against this virus. Truly, let's give credit where credit is due – hospitals and their organizations stepped up and deployed their limited resources to deliver world-class care in the face of a tsunami. In California, and especially Southern California and the HASC region, hospitals held the lines and carried the day – even as our frontline health care workers encountered fatigue and strain.

While we will continue to focus on the COVID-19 fight for the near and possibly the foreseeable future, HASC and its partner organizations are looking to position our members for new challenges. Alongside the pandemic, behavioral health impacts are already hitting our communities and we at HASC are prioritizing the devastation that the pandemic is leaving in its wake. As we will likely also see the inevitable affects of patients that did not seek medically necessary care, resulting in the onset or exacerbation of both chronic and acute health conditions. We need to gird our response, as we meet challenges with health care affordability, reimbursement challenges, and equity of care.

Our current and continuing goal is the same – to move forward together and to position our members for what's next.

Stay healthy, safe, and stay strong.

**George W. Greene**  
President/CEO, HASC

“ In California, and especially Southern California and the HASC region, hospitals held the lines and carried the day – even as our frontline health care workers encountered fatigue and strain.

## Who We Are



Population  
**19,072,783**



Covering Over  
**36,500**  
Square Miles

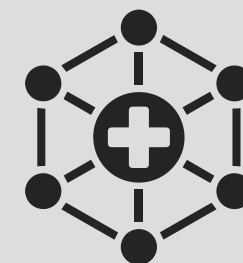


**HASC Region**  
Spans **6** Counties

HASC provides leadership at the city and county level, working with county boards of supervisors, chambers of commerce, local departments of health and other agencies to ensure the hospitals of Southern California are heard. We collaborate with the California Hospital Association (CHA) on state and federal levels on legislation, budget concerns and regulatory issues.



Close to  
**180**  
Member Hospitals



**35**  
Health Systems



**MISSION:** To lead, represent and serve hospitals and their related organizations, working collaboratively with our members and other stakeholders to improve health and health care in the communities we serve.



**VISION:** For all member hospitals to consistently and uniformly provide safe, high-quality, cost-effective and culturally-appropriate person-centered health care services.

# HASC's Pandemic Response

Since the outset of the pandemic, HASC has helped to lead a coordinated response for the region as multiple hospitals and organizations act together in response to the impact of COVID-19. We are in almost continual contact with local public health departments, county EMS agencies, local elected officials, Medicaid managed care plans and community stakeholders. In many cases, we are hosting weekly or bi-weekly calls with these groups in each county to identify new challenges and to develop mitigation strategies as we look ahead.

## Hospital Financial Losses and Coronavirus Relief Funds

Over the ten months, priorities have changed as we enter new stages of the pandemic. Early on, the governor asked that our hospitals swiftly ramp up physical capacity in their facilities by at least 40 percent. This sweeping statewide response taught California valuable lessons about COVID-19 spread and its disparate impact on different regions of California. Unfortunately, this also resulted in a devastating financial burden to our hospitals.

Each county received allocations of CARES Act Coronavirus Relief Funding (CRF) from the United States Department of the Treasury and the State of California to respond to the effects of the coronavirus pandemic. HASC advocated for Coronavirus Relief Funds (CRF) to support hospitals for their COVID-19 related expenses and has been successful in receiving **\$94 million for hospitals** in four of the six counties it serves:

- Orange County: \$30 million
- Riverside County: \$34 million
- San Bernardino County: \$10 million CRF and another \$10 million for personal protective equipment
- Ventura County: \$10 million



Successfully advocated for  
**\$94 million**  
in Coronavirus Relief Funds

## Personal Protective Equipment (PPE)

To assist in the efforts to identify available PPE, HASC has worked with CHA, state and county EMS, and city contacts, to identify commercial vendors and donors of PPE and medical items for sites where supplies are low throughout the HASC region.

HASC has partnered with Logistics Victory Los Angeles (LoVLA), an initiative of the City of Los Angeles and the Port of Los Angeles, and PPE Exchange, a blockchain enabled digital marketplace to increase supply chain capabilities. **Through our partnership with LoVLA, approximately 2.2 million PPE items have been provided across 36 hospitals to date.**

Helped distribute over  
**2 million PPE Items**  
to over **35 hospitals**



## Staffing and Child Care

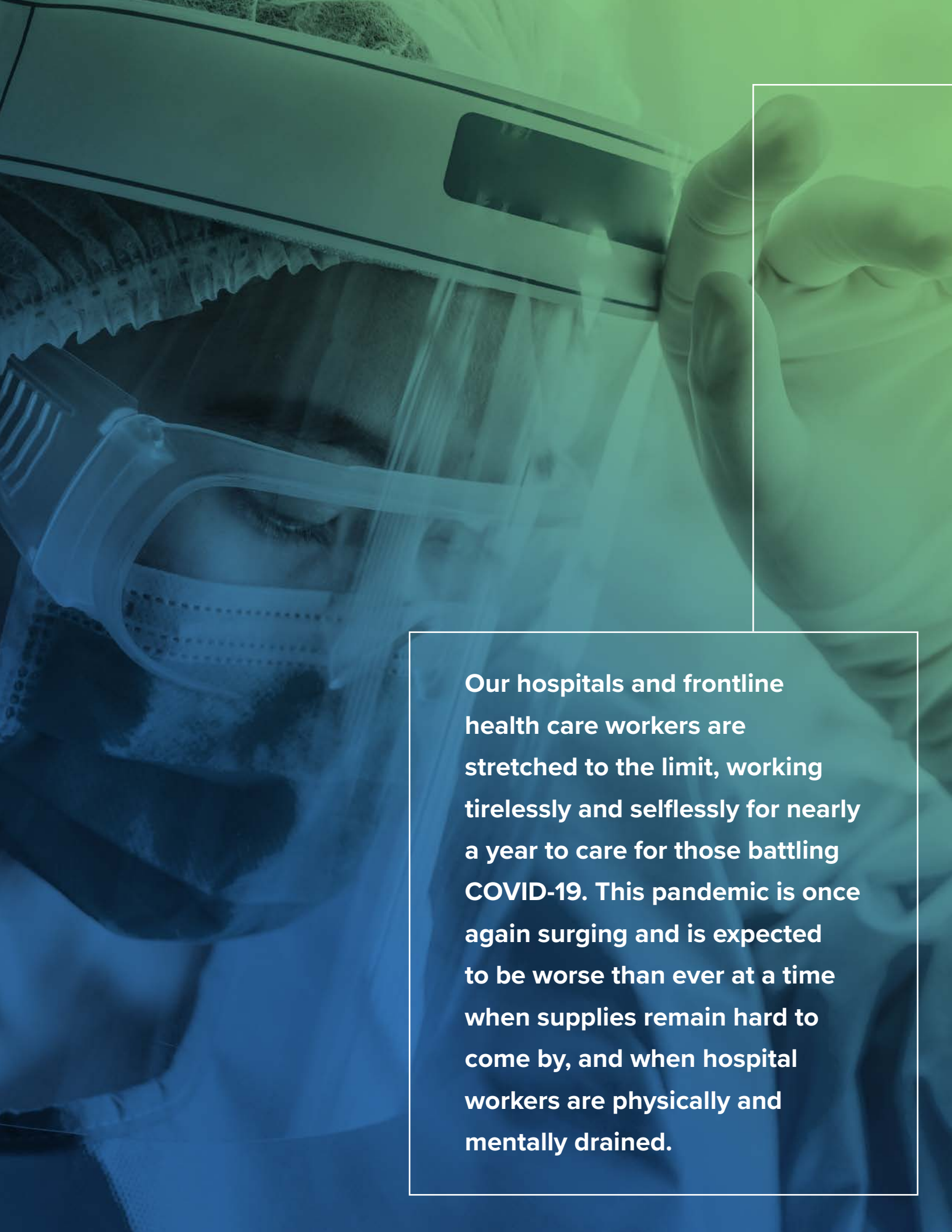
To support staffing efforts of hospitals, HASC created the Priority Workforce Job Portal which has been deployed to serve as a central directory where member hospitals and local SNFs can post and fill high-demand positions.

To address the emergency child care needs of hospitals and their essential workers during this pandemic, HASC continues to actively work at both the county and state level with CHA to identify and communicate information on child care resources and financial subsidy opportunities to member hospitals. As an added resource, HASC has assembled a webpage that identifies contacts in each county.



## Public Health Officer Orders and Elected Officials

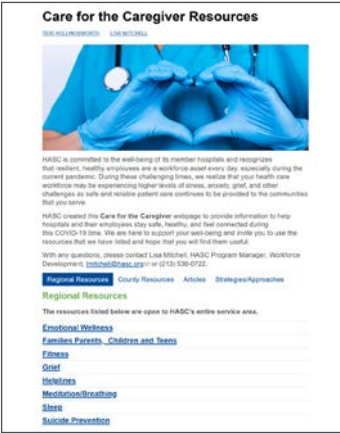
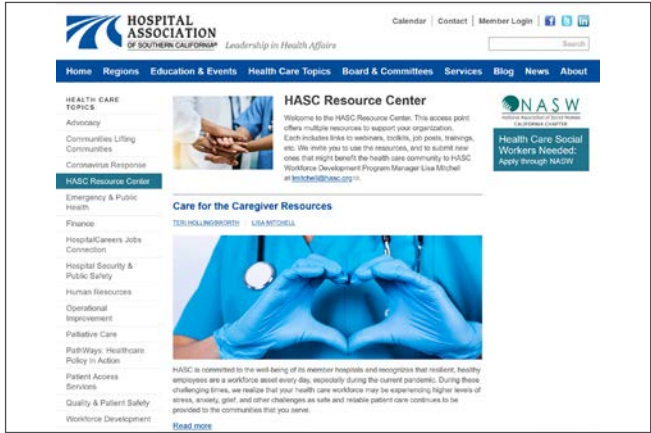
We have encountered proposed Public Health Officer Orders and Health Care resolutions that would have placed significant and unsustainable burdens on our member hospitals. These proposals would have required hospitals to increase testing capacity during a nationwide shortage, allocate more PPE to staff as requested and would have placed additional burdens on staffing. As a result of our advocacy efforts, we've been able to either have these proposals amended or rejected. HASC leadership and our regional vice presidents remain in frequent contact with local elected officials and public health departments to identify emerging issues early, enabling us to develop advocacy strategies to address them before they are enacted.



**Our hospitals and frontline health care workers are stretched to the limit, working tirelessly and selflessly for nearly a year to care for those battling COVID-19. This pandemic is once again surging and is expected to be worse than ever at a time when supplies remain hard to come by, and when hospital workers are physically and mentally drained.**

# Frontline Fatigue and Wellness

During this health crisis, health care workers continue to provide care, despite ever-challenging work demands, including higher influx of critically ill patients, increased work stress and personal demands placed on them as a result of the pandemic. Health care workers experiencing fatigue can jeopardize the health and safety of themselves, staff and others. In recognition of this, HASC created its Care for the Caregiver page, a comprehensive online resource to help hospitals and employees navigate wellness options.



# Mental Health and Substance Use Disorder (MSUD) Exacerbation

With the opening months of the COVID-19 pandemic past, health care organizations are rescheduling elective procedures and urging patients to seek care whenever they need it. At the same time, concern exists about an emerging wave of non-COVID-19 patients seeking treatment for mental and substance use disorders. Recent surveys by the Centers for Disease Control and Prevention (CDC) have found elevated levels of adverse mental health conditions, substance use, and suicidal ideation reported by U.S. adults as of June 2020. Of their findings:

- Approximately three times as many people have experienced anxiety disorders compared to the second quarter of 2019 (25.5 percent versus 8.1 percent).
- Suicidal ideation was also elevated; approximately twice as many respondents reported serious consideration of suicide in the previous 30 days than did U.S. adults in 2018.

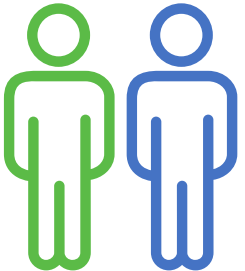
Recognizing this emerging public health crisis, HASC is developing a comprehensive plan to address these issues and will make this a greater advocacy focus in 2021.

**3 TIMES**



**As Many People have Experienced Anxiety Disorders Since June 2020**

**Twice as Many People have had Suicidal Ideations**



Centers for Disease Control and Prevention (CDC) [Mental Health, Substance Use, and Suicidal Ideation During the COVID-19 Pandemic — United States, June 24–30, 2020](#)

## Hotel Rooms for Front Line Health Care Workers

On April 10, Governor Gavin Newsom announced a new program to provide doctors, nurses and other critical front-line health care workers access to no-cost or low-cost hotel rooms. The program prioritized health care workers who come in direct contact with or are suspected of having direct contact with COVID-19 patients, or who tested positive for COVID-19 but did not require hospitalization. By providing hotel rooms in close proximity to medical facilities, health care workers avoided potentially spreading the virus once leaving their shift by selecting to stay in one of the pre-identified hotels across the state. The state identified more than 150 hotels that opted in to provide discounted rates. HASC worked with hospitals and hospital systems to transition them to this state sponsored program.

## Food Insecurity and the Project Roomkey Initiative

Throughout 2020, National Health Foundation (NHF) quickly and nimbly adapted and did all it could to support our communities. Guided by its core values, NHF pivoted existing in-person services to virtual ones to keep our communities engaged. NHF provided support to families applying for pandemic assistance to address food insecurity and hosted food distribution events. NHF's largest undertaking of the year was the opening of an emergency, 90-bed recuperative care site at a local hotel through the statewide initiative, Project Roomkey.

In partnership with the City of Los Angeles, Los Angeles Homeless Services Authority, Los Angeles County Department of Health Services, and a local hotel, NHF operated a temporary housing program through Project Roomkey – a statewide initiative that provided temporary housing support to individuals experiencing homelessness to prevent the spread of COVID-19.

This Project Roomkey site was unique because it offered recuperative care for people who needed medical support. Individuals served included seniors and individuals with existing medical conditions, who did not have a place to self-isolate and were at higher risk of hospitalization if they became infected. This project had a significant impact on our local health care system and its ability to respond with the resources needed to safely treat patients in need of acute care during this pandemic.

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**“People experiencing homelessness are especially vulnerable in this crisis, and we’re taking urgent action to get them indoors quickly. Project Roomkey helps get those at the highest risk into a safer place — and we’re grateful to NHF and all of our service providers for stepping up to help save lives.”**

**- Eric Garcetti, Los Angeles Mayor**

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## Public Safety Power Shutoffs (PSPS) and Energy Conservation

HASC has been engaged in ongoing communication with Southern California Edison (SCE) to promote improved communications and clarify processes and protocols in advance of a Public Safety Power Shutoff (PSPS) event. PSPS is an operational practice that SCE may use to preemptively shut off power in high fire risk areas to reduce fire risk during extreme and potentially dangerous weather conditions. Unfortunately, PSPS events must continue even during the pandemic and we ensure that our hospitals are informed of these events as early as possible and are able to avoid interruption to the services they provide.

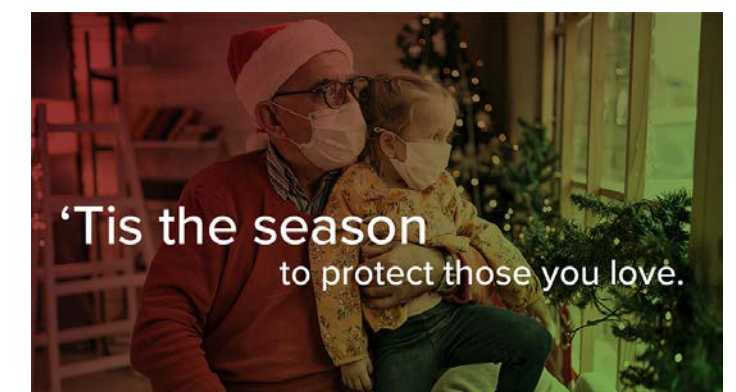
## Communications and Public Relations

Communications has played a critical role in supporting our members. When our hospitals resumed deferred procedures and services, HASC in collaboration with CHA and the Regional Associations developed public-facing messaging and a communications toolkits to assist member hospitals and health systems, including their communication teams, in responding to patients’ concerns about seeking care in emergency departments or other appropriate care settings; emphasizing the need to adhere to public health safety guidelines; encouraging the public to receive influenza vaccinations; and once again, the importance of following safety precautions during the holiday season when travel and gatherings are traditionally more prevalent.

Over the course of the pandemic, public relations has also played an important part in supporting our members and ensuring that the community receives timely and accurate information. Through relationships with the media, the external affairs teams at CHA and HASC provided frequent updates to reporters, news releases, interviews and information to provide advocacy and help guide the hospital narrative.

“We’d really like to caution people in thinking about the numbers of beds in hospitals because we have an ability to shift and reshape and change that capacity based on needs. We are working in real time to shift physical space and add more capacity. Additionally, we want to maintain and reserve the hospital capacity for those individuals who are acutely ill and in need of hospital care,” [said a spokesperson for the Hospital Association of Southern California.](#)

“While we’re all fortunate that the beginning of the influenza season has shown to be more mild than past years, it remains critical that social distancing, mask adherence and frequent hand hygiene is practiced in the community to maintain adequate resources for all patients, not just those that are COVID positive,” [said a spokesperson for the Hospital Association of Southern California.](#)





## Diversity, Equity and Inclusion (DEI) Resources

The recent protests related to racial inequality and social injustice juxtaposed with the pandemic and its disparate impact on minority communities has emphasized the need for hospitals to examine their commitment to diversity and inclusion to better serve patient populations. In response, HASC created a Diversity, Equity and Inclusion Resource page that contains recommended toolkits, articles, books, speakers, trainings and organizations.

As part of our commitment to workforce diversity, HASC developed the College to Career Diversity Internship Program (CDIP), a 10-week, full-time summer internship that exposes talented, diverse college students to the health care workforce. We have also endorsed and promoted the American Hospital Association's #123 for Equity Pledge to Act Campaign to our members. The campaign aims to ensure that people in every community receive high-quality, equitable and safe care and urges hospital and health system leaders to take action on eliminating health disparities.

Our vision is that as more organizations become aware of programs and services and recommended resources, they will use them to build their capacity to support a more inclusive environment for patients and employees.

## Communities Lifting Communities

Communities Lifting Communities (CLC) had a successful year implementing initiatives and projects to advance community health and support leadership education across the HASC region. CLC has established and supported partnerships between hospitals, public health departments, health plans and other stakeholders to improve community health and reduce health inequities. This was accomplished by collaborating on quality improvement projects and interventions, showcasing stories about hospital and partner efforts to improve community health, supporting regional strategic community planning and investment initiatives, and utilizing data and outcome metrics to evaluate the impact of community health initiatives and projects.

CLC also hosted Leadership Education programs including the Alignment of Governance and Leadership in Healthcare: Building Momentum for Transformation for hospital executives and board members, public health officials and community partners. The regional workshops build knowledge and understanding of population health improvement, building strategic partnerships with diverse

stakeholders and the roles of governing boards and senior leadership in ensuring optimal quality in the management and oversight of population health initiatives.

CLC also launched Pathways for Hospitals to Improve Health Virtual Workshop provides an overview of the role hospitals to advance health equity across their organizations and in the communities they serve. The workshop covered foundational concepts including the difference between equity and equality in the health care setting, the root causes of health inequities and the impact of implicit bias and racism on current health outcomes. Participants learned strategies for how to transform their organizations into anchor institutions by adopting an anchor mission and aligning institutional resources- including hiring, purchasing and investments- with the needs of their communities.

## Cherished Futures for Black Moms & Babies

Communities Lifting Communities (CLC), the Public Health Alliance of Southern California (Alliance), and HASC celebrated the one-year anniversary of Cherished Futures for Black Moms & Babies, a collaborative effort to reduce Black infant mortality and improve patient experiences and safety for Black mothers and birthing people in Los Angeles County.

The Cherished Futures collaborative launched in January of 2020 against the national backdrop of the COVID-19 pandemic and rallying calls for racial justice. Many around the globe awoke to the reality that racism in its many forms, is a public health crisis. Racism undergirds the inequities in nearly every major of health status, including COVID-19 cases and deaths that disproportionately affect Black, Indigenous, Latinx, and other communities of color.

As part of the Cherished Futures collaborative, the participating hospital teams discussed and identified systems level strategies to address persistent gaps in birth outcomes for Black women, babies, and birthing families. During today's session, hospital teams presented the strategies that will be implemented to improve birth outcomes and experiences for Black families that are slated to begin next month. Each intervention employs a data-supported approach at three different levels: clinical, institutional and community.

The Cherished Futures pilot includes a cohort of five hospitals: Antelope Valley Hospital, Cedars-Sinai, Centinela Hospital Medical Center, Dignity Health — California Hospital Medical Center, and Providence Little Company of Mary Medical Center, Torrance. This cohort now moves forward in 2021 to implement the individual systems-change strategies. Communities Lifting Communities and the Public Health Alliance of Southern California will continue hosting collaborative convening's, provide technical assistance to the hospitals implementing improvement strategies, and will evaluate the collective success of the Cherished Futures model.



# Looking Ahead

## 2021 Strategic Priorities for HASC

COVID-19 has eclipsed nearly every other pandemic or epidemic in the past 150 years in both size and impact. The effects have undoubtedly influenced the strategic priorities of the Association as we look at 2021. In our response to the pandemic, much of our work is already guided by the 2021 strategic priorities and our goal is to anticipate how the needs of our member hospitals may evolve as this public health emergency continues. Additionally, we're committed to providing the most value to our members in areas where we can make meaningful impacts.



COVID-19 Response



Behavioral Health



Racial Inequities and  
Social Determinants of Health



Workforce



Reimbursement

“ While we will continue to focus on the COVID-19 fight for the near and possibly the foreseeable future, HASC and its partner organizations are looking to position our members for new challenges.





HASC.org

