

THE VALUE OF YOUR SUPPORT FOR **COMMUNITIES LIFTING COMMUNITIES** 2019-2020

CLC LEADERS' MESSAGE

2019-2020 – Communities Lifting Communities' (CLC) second full year in operation – has proven to be a year of significant achievement and progress as we continue to implement initiatives and engage in regional collaboratives in the midst of a world-wide pandemic. CLC also launched a business and fund development plan that will achieve long-term financial stability for CLC.

The work we did to create and support partnerships between hospitals, public health departments and other stakeholders **to advance community health** continues to bear fruit. Similarly, our focus on **leadership education** to build knowledge and understanding of population health improvement strategies continues to engage diverse stakeholders in addressing the social determinants of health.

Looming over us for much of 2020 has been the unprecedented **COVID-19 pandemic** that has challenged all of us in health care, but especially our hospital, clinic and public health partners. To meet this challenge, CLC is working with the Hospital Association of Southern California (HASC) and our community partners to support the health system overall during this time of need.

Each year, CLC reviews its community health improvement focus areas with the CLC Advisory Board and HASC Board and establishes goals, objectives and expected outcomes and reports on achievements quarterly. Three initial focus areas were diabetes prevention, reducing homelessness, and improving birth

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ADVANCING COMMUNITY HEALTH

CLC had a successful year implementing initiatives that have established and supported partnerships between, hospitals, public health departments and other stakeholders to advance community health. 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.



Cherished Futures for Black Moms & Babies

Cherished Futures for Black Moms & Babies

collaborative in Los Angeles County works with hospital leadership, public health officials, health plans and community partners in South Los Angeles, the South Bay and the Antelope Valley to reduce infant mortality and improve the maternal patient experience and safety for Black women. The project is sponsored by Health Net, in partnership with HASC, CLC and the Public Health Alliance of Southern California, and is aligned with the Los Angeles County African American Infant Maternal Mortality Initiative. Approximately 70 people attended the in-person launch workshop on Jan. 24, 2020. Subsequent workshops have moved to a virtual format, with guest speakers. Hospital teams and community advisors are developing plans to address clinical, institutional and community-level strategies.

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outcomes for African-American women. Behavioral health was added as a CLC focus area in response to the 2019 HASC Member Survey where it was placed as the top priority by all HASC regions. As we develop priorities for 2021, we will identify how CLC can best support hospitals, public health departments, community clinics, health plans and other partners to address social and racial health inequities.

Looking to the future, we are taking steps to establish a sustainable organizational structure and revenue model for CLC. In September 2019, CLC contracted with Patty Oertel, President of the Oertel Group, to assist with the development of the **CLC Business and Fund Development Plan**. Patty interviewed several members of CLC's Advisory Board and HASC's Board and conducted an online survey to solicit stakeholder input. A 12-member CLC Advisory Board Taskforce met twice to review the responses and make recommendations. On April 15, 2020, the CLC Advisory Board approved moving forward with the creation of a new organization with 501(c)3 status under HASC. The HASC Board approved this recommendation at its meeting in May.

In 2020-2021, the funding CLC received from a two-year HASC member hospital voluntary dues assessment will end and CLC is developing future funding opportunities for health systems, hospitals, health plans and partner organizations. In May, AllHealth, HASC's for-profit subsidiary, approved CLC's request for a third year of investment for 2020-2021. Foundation grants will continue to be a significant source of revenue for CLC for capacity building and specific projects with deliverables and rigorous evaluation methodologies. Additional support will be obtained through an **Annual Conference** that will showcase community health initiatives and generate sponsorship revenue.

Your continued partnership with CLC is critical as we pursue our mission of assisting hospitals, public health departments and other stakeholders to collectively move the needle on reducing health disparities and improving community health throughout Southern California.



Susan Harrington
Executive Director
Communities Lifting
Communities



John Calderone, PhD
Chair,
Communities Lifting Communities
Board of Directors

Diabetes Prevention and Food Insecurity Screening develops upstream quality improvement campaigns designed to identify pre-diabetic patients, screen for food insecurity, and identify community referral resources. The Ventura County Community Health Improvement Collaborative (VCCHIC) brought together hospital, community clinic, health district, health plan and public health partners and HealthBegins. CLC continues to collaborate with VCCHIC through the 2019-2022 Community Health Implementation Strategy to address food insecurity and reduce hospitalizations and health care costs in medically complex populations by increasing access to adequate nutrition. Stories highlighting the Ventura County program, as well as food recovery programs by Kaiser Permanente and Providence hospitals and Martin Luther King, Jr. Community Hospital's "Recipe for Success" food program can be found at <https://communities.hasc.org/news>



Hospital Advancements in Community Health Improvement Stories showcase hospital efforts to improve community health and collaboratively create healthy communities through innovative population health strategies, initiatives, and partnerships. This year CLC highlighted seven hospital projects through a variety of innovative population health strategies, initiatives, and partnerships, including Huntington Hospital's Trauma-Informed Care program in partnership with Young & Healthy and the Pasadena Unified School District. Let CLC showcase your story by contacting Karen Ochoa, CLC project manager, at kochoa@hasc.org or (213) 538 0765. <https://communities.hasc.org/news>

Strategic Community Planning and Investment Initiative facilitates regional convenings with health care, public health, and community stakeholders to explore specific strategies for alignment based on community health data, health needs and community health improvement priorities. CLC participates in regional hospital and public health collaboratives across the HASC regions and supports the development of partnerships and promotion of collective impact initiatives that engage and connect collaborative members in the Inland Empire, Los Angeles, Orange and Ventura counties.

Data Analytics, Evaluation and Measurement Initiative integrates community and clinical data to develop community profiles, evaluates community health improvement interventions and assists hospital projects with identifying the data and metrics on which the project design should be based as well as current data sources for those measures. CLC and HASC utilize the SpeedTrack Data Analytics Platform to analyze OSHPD hospital discharge data and develop data analysis reports for CLC and to help hospitals survey and assess the needs of their communities.

LEADERSHIP EDUCATION



Alignment of Governance and Leadership in Healthcare: Building Momentum for Transformation provides leadership education and training for hospital executives and hospital board members, public health officials and community partners on how to guide work that advances community health. Held in partnership with the Public Health Institute, over 100 hospital executives, board members and public health leaders attended the 2019 trainings. 2020 sessions have been adapted to a virtual workshop format and will address innovative strategies and population health challenges in the context of COVID-19.

Innovative Community Investment Strategies Initiative researches and identifies best practices and emerging examples of innovative community investment strategies in the nation, California and HASC region. In partnership with the Public Health Alliance of Southern California, CLC released a report



titled ***Innovative Community Investment Strategies: The Current State of Practice and A Vision for Greater Implementation in Southern California*** and co-hosted a webinar on June 30, 2020 to introduce attendees to the report and its findings.

https://www.hasc.org/sites/main/files/file-attachments/innovative_community_investment_strategies_report_3-17-2020.pdf?1591653040

Advancing Health Equity: Pathways for Hospitals to Improve Health Virtual Workshop is an all-day virtual workshop that CLC, in partnership with the Public Health Alliance of Southern California, launched on Aug. 28, 2020 and will offer again on Oct. 8. This workshop covers foundational concepts central to advancing health equity across organizations and in the communities served. The workshop includes an overview of the difference between equity and equality in a health care setting, the root causes of health inequities and the impact of implicit bias and racism on current health outcomes.

CLC'S RESPONSE TO COVID-19



CLC is supporting hospitals and the communities they serve during the COVID-19 pandemic. This includes working with hospitals and public health departments to identify opportunities to strengthen partnerships and support the health care system. Below are some examples of support activities:

- **COVID-19 HASC Member Hospital Survey** – Assisted HASC in developing the survey and summarizing responses to gauge various hospital needs during the beginning of the crisis. Also supported HASC's Regional Vice Presidents in completing the State Surge Data Collection request on April 7, 2020.
- **COVID-19 Personal Protective Equipment (PPE) Vendor Inquiries** – Gathered information from vendors offering PPE supplies and other services before referring them to state, county and city vendor registration and donation sites.
- **COVID-19 Surge Models** – Researched and summarized hospital and public health surge modeling tools and offered technical assistance to hospitals implementing these tools.
- Collected **COVID-19 changes to labor and delivery visitor policies** from Chief Nursing

Executives and **Cherished Futures for Black Moms & Babies** listserv members and informed our **Cherished Futures** partners and our communities about these changes.

- Shared a story about **USC Verdugo Hills Hospital finding innovative solutions** to support employees during the pandemic through their partnership with Sodexo to launch an in-house grocery delivery service – and move to widespread use of iPads to connect patients with staff and family members.

Visit: <https://communities.hasc.org/post/filling-employee-needs-boosts-coronavirus-fight>.

- Shared a story about how St. Johns Well Child and Family Center clinics, the Community Clinic Association of Los Angeles County and Los Angeles County Whole Person Care program are coordinating **to share COVID-19 best practices and lessons learned**.

Visit: <https://communities.hasc.org/news/la-county-health-officials-and-community-clinics-coordinate-share-covid-19-lessons-learned-and>

- Drafted a **COVID-19 white paper** sharing hospital and health system best practices and lessons learned as well as HASC-support activities with hospitals.



CLC HOMELESSNESS INITIATIVES

CLC Homelessness and SB 1152 Implementation and Compliance efforts include supporting hospitals as they implement the SB 1152 homeless discharge planning process through establishing a weather-appropriate clothing online marketplace with Bob Barker Company. HASC members can take advantage of an average discount of 25 percent on clothing, undergarments, jackets, ponchos, shoes and socks in many sizes. Visit: <https://CLC.bobbarker.com> to set up an account or for more information.

An Understanding Homelessness Lunch-and-Learn workshop was held for HASC and National Health Foundation (NHF) staff. The Lunch-and-Learn, developed in partnership with the Orange County

United Way – United Against Homelessness Initiative, offered an increased awareness of the challenges facing homeless individuals as described through patient stories.

Participants also learned about various housing options including recuperative care and how to access housing through the Coordinated Entry System. Stories highlighting partnerships by Santa Barbara's Cottage Hospital and Long Beach's College Medical Center to address care for homeless patients in their communities can be found at <https://communities.hasc.org/news>



DIVERSITY, EQUITY AND INCLUSION



The recent protests on racial inequality and social injustice juxtaposed with the pandemic and its disparate impact on minority communities have heightened the need for hospitals to examine their commitment to cultivating and fostering diversity and inclusion within their organization to better serve their patient populations.

In response, CLC collaborated with HASC to develop an online **Diversity, Equity and Inclusion (DEI) resource page** to help hospitals train, inform and

prepare their workforces with information, tools, and practical solutions to help increase access to care and improve the quality of care that is delivered. 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 help support a more inclusive environment for patients and employees.



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