



# 2017 – 2019 Implementation Strategy



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# Table of Contents

<b>Introduction</b> .....	<b>1</b>
<b>2016 Community Health Needs Assessment Summary</b> .....	<b>1</b>
<b>Significant Health Needs Identified</b> .....	<b>3</b>
<b>Significant Health Needs the Hospital Will Address</b> .....	<b>4</b>
Access to Care.....	5
Chronic Disease.....	6
Mental and Behavioral Health.....	7
Overweight and Obesity.....	9
Preventive Care.....	10
<b>Evaluation of Impact</b> .....	<b>10</b>
<b>Needs the Hospital Will Not Address</b> .....	<b>11</b>
<b>Approval</b> .....	<b>11</b>

## Introduction

In FY16, MemorialCare Health System (comprised of Long Beach Memorial Medical Center, Community Hospital Long Beach, and Miller Children’s & Women’s Hospital Long Beach), in partnership with Dignity Health St. Mary Medical Center, the City of Long Beach Department of Health and Human Services, and The Children’s Clinic “Serving Children and Their Families”, conducted a community health needs assessment (CHNA) to assess the significant health needs for the City of Long Beach and surrounding areas.

The CHNA and the resulting Implementation Strategy identify and address significant community health needs and help guide the hospital’s community health improvement programs and community benefit activities, as well as its collaborative efforts with other organizations that share a mission to improve health.

This Implementation Strategy explains how Long Beach Memorial Medical Center (Memorial) plans to address the significant health needs identified by the CHNA. The 2016 CHNA report was published and made widely available to the public June 30, 2016.

## 2016 Community Health Needs Assessment Summary

The Long Beach Memorial Medical Center CHNA was conducted between October and December, 2015. In order to identify significant health needs, the CHNA reviewed secondary data available from national, state and local resources to provide a snapshot of health in the greater Long Beach community. These data were compared against benchmark data such as county and statewide data, and Healthy People 2020 Objectives, when available. In addition, primary data about issues that most impact the health of the community, as well as existing resources and new ideas to address those needs, were collected from local stakeholders via interviews and focus groups. Stakeholders represented the diverse perspectives of the greater Long Beach community and included public health experts and leaders or representatives of medically underserved, low-income and minority populations. Once these significant health needs were identified, a cross-sector group of stakeholders reviewed the health need data and prioritized the health needs based on established criteria.

### Definition of the Community Served

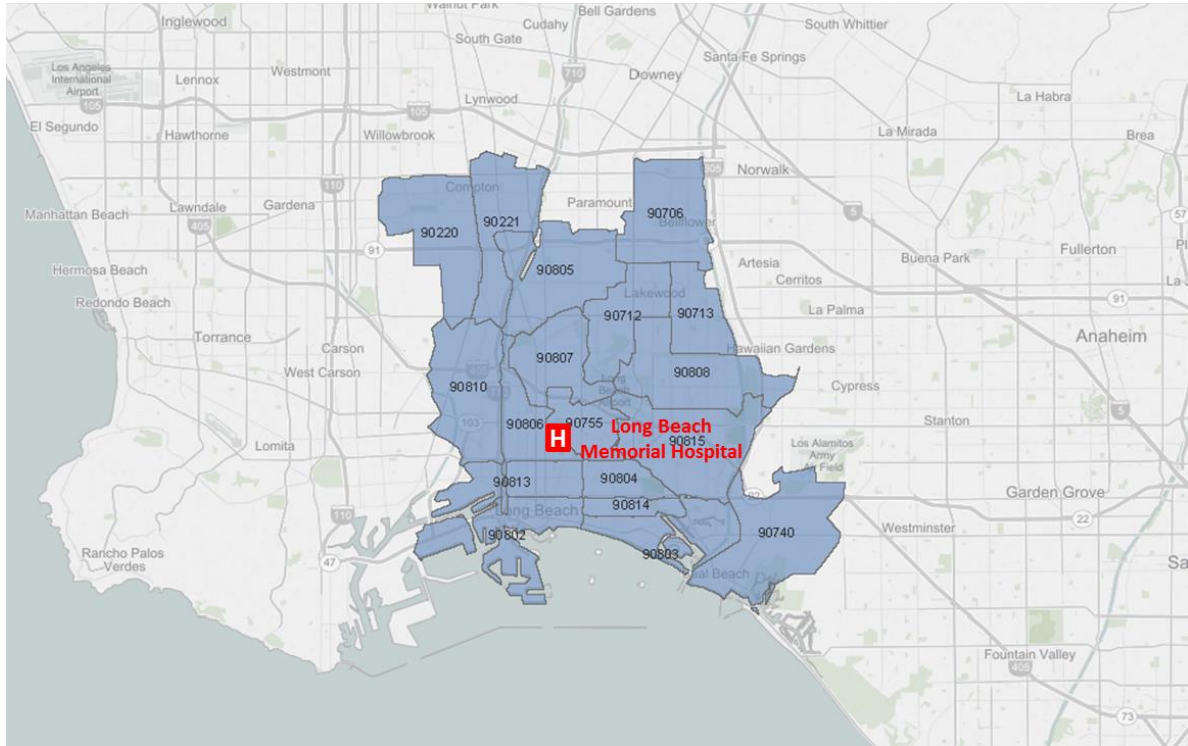
Long Beach Memorial is located at 2801 Atlantic Ave., Long Beach, California 90806. The service area encompasses eighteen zip codes representing six cities and communities. To determine the service area, Memorial took into account the zip codes of inpatients discharged from the hospital; the current understanding of community need based on the most recent CHNA; and long-standing community programs and partnerships.

### Long Beach Memorial Medical Center Service Area by Zip Code and Community

90220	Compton	90804	Long Beach
90221	Compton	90805	Long Beach
90706	Bellflower	90806	Long Beach
90712	Lakewood	90807	Long Beach
90713	Lakewood	90808	Long Beach
90740	Seal Beach	90810	Long Beach
90755	Signal Hill	90813	Long Beach
90802	Long Beach	90814	Long Beach
90803	Long Beach	90815	Long Beach

The service area for Memorial includes 745,709 residents. The majority of the service area residents live in Long Beach (63.4%) with the remaining 36.6% of the population living in Bellflower, Compton, Lakewood, Seal Beach, and Signal Hill. Children and youth (ages 0-19) make up 28.7% of the population; while seniors (65 years and older) account for 10.5% of the population. The service area has a higher percentage of young people (ages 0-19) compared to the State. In terms of race/ethnicity, the service area is very diverse. The largest portion of the service area is Hispanic/Latino (44.2%). Whites make up 26.9% of the population; Blacks/African Americans comprise 14.1% of the population and Asians 10.6%. Native Americans, Hawaiians, and other races combined total 4.1% of the population. In terms of educational attainment, 21.7% of service area residents who are 25 years old and older have less than a high school diploma. 41.9% of service area residents live below 200% of the federal poverty level.

## Service Area Map



## Significant Health Needs Identified

The 2016 CHNA identified a number of significant community health needs by allowing community stakeholders to score the primary and secondary data. Those needs are listed and summarized below:

### Prioritized Order of Health Needs

Health Need	Total Score
1. Mental Health: Mental health factors include serious psychological distress, access to mental health care, as well as substance use and abuse.	43
2. Economic Security: Economic security is closely linked to many health needs identified, as engaging in healthy behaviors is more difficult when simply meeting one's basic needs is an everyday struggle. About 42% of the service area population lives below the 200% federal poverty level, confirming the need for strategies that address poverty and employment.	39
3. Obesity and Diabetes: Obesity and diabetes are diagnosed most frequently among the region's low-income communities of color.	35
4. Access to Housing: This health need includes individuals living in substandard housing or living in cost burdened households. Individuals with mental and physical health needs, veterans, LGBTQ populations, people with disabilities and families are populations highly impacted by housing access issues and homelessness.	33
5. Chronic Disease: Chronic diseases include HIV/AIDS, asthma, cancers, heart disease and high blood pressure. Conditions such as asthma impact the service area due to high levels of air pollution, while heart disease and high blood pressure are impacted by factors such as the local food environment.	30
6. Education: Of the service area population age 25 and over, 21.7% have less than a high school diploma. Non-English speakers and young adults from low-income, African American, Latino and Cambodian populations are highly impacted by the lack of formal higher education.	29

Health Need	Total Score
7. Access to Care: Health insurance coverage is considered a key component to accessing health care including regular primary care, specialty care and other health services that contributes to one's health status.	25
8. Preventive Care: Preventive care includes immunizations and screenings and plays a role in maintaining population health and reducing the burden on health care services.	24
9. Crime and Violence: Property crimes include burglary, larceny-theft and motor vehicle theft. Violent crimes include homicide, rape, robbery (of an individual or individuals, not a home or business) and aggravated assault.	22
10. Pregnancy and Birth Outcomes: This health need includes indicators such as low birth weight, infant mortality and access to prenatal care.	19
11. Environment and Climate: The service area is afflicted with high amounts of air and noise pollution from industrial activities and adjacent freeways and railroad tracks. Lower income neighborhoods in Long Beach are often food deserts, lacking grocery stores and other establishments that provide healthier food options.	18
12. Oral Health: This includes access to preventive services, such as regular dental exams and cleanings, which can decrease the likelihood of developing future health problems.	4
13. Substance Abuse and Tobacco: For many communities in Long Beach, trauma and adversity contribute to substance abuse and other conditions. The mentally ill, the homeless and veterans were identified as communities that were most affected by this health issue.	4

## Significant Health Needs the Hospital Will Address

This Implementation Strategy provides details on how Memorial plans to address the significant health needs identified in the 2016 CHNA. The hospital plans to build on previous CHNA efforts and existing initiatives, while considering new strategies and efforts to improve health. The following criteria were used to determine which significant health needs Memorial will address in the Implementation Strategy:

- **Organizational Capacity:** There is capacity to address the issue.
- **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:** Has acknowledged competencies and expertise to address the issue and the issue fits with the organizational mission.

Based on the criteria presented above, Memorial selected the following health needs to address:

- Access to Care
- Chronic Disease
- Mental and Behavioral Health
- Overweight and Obesity
- Preventive Care

Certain significant health needs identified during prioritization were modified to align more closely with the work already being undertaken by Memorial.

- *Mental Health* and *Substance Abuse and Tobacco* have been merged into one overarching health need, *Mental and Behavioral Health*.
- *Obesity and Diabetes* has been split so that diabetes-related strategies and activities are now incorporated under *Chronic Disease*.
- Obesity has been expanded to include *Overweight and Obesity*.

Memorial acknowledges that certain health needs, such as economic security and education, are upstream drivers of health, or social determinants of health (SDOH). These factors are linked to and influence a variety of other downstream health outcomes.<sup>1</sup> With that in mind, Memorial intends to look at various strategies using a SDOH lens in order to intentionally work to address the upstream, root causes of poor health.

### **Alignment with Public Health Community Health Improvement Plans**

The hospital is committed to collaborating with the Long Beach Department of Health and Human Services and the Los Angeles County Department of Public Health to align with their Community Health Improvement Plans. Memorial's Implementation Strategy aligns with the Long Beach Community Health Improvement Plan Goal 1: Ensure healthy active living by addressing preventable and treatable health conditions such as obesity, chronic diseases, mental health and increasing access to care. The hospital Implementation Strategy aligns with the Community Health Improvement Plan for Los Angeles County Goal 1.1: Prevent and manage chronic disease; and Goal 1.2: Increase access to care (medical, clinical preventive services, mental health and dental).

## **Access to Care**

Memorial will address access to care by taking the following actions:

- Provide financial assistance through both free and discounted care for health care services, consistent with the hospital's financial assistance policy.
- Provide transportation support to increase access to health care services.
- Offer community- based clinical services through family medicine rotations. Residents are available through the gynecologic clinic, sigmoidoscopy clinic, The Children's Clinic, and the

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<sup>1</sup> Guided by the understanding that health encompasses far more than disease or illness, the CHNA process draws upon a comprehensive framework for understanding health that looks at the effects of social, environmental and economic factors, also referred to as social determinants of health.

vaccination clinic. These clinical services increase access to care for those who are living in poverty and/or are uninsured.

- Partner with The Children’s Clinic to build capacity for medical homes in the greater Long Beach community.
- Provide sports physicals at no cost to student athletes from area schools.

### **Anticipated Impact**

Memorial will conduct the above referenced strategies with the overarching goal in mind: to increase access to health care for the medically underserved.

Memorial anticipates the following impact from these efforts:

- Increase availability and access to health care.
- Provide financial assistance to qualified patients.
- Support access to health care services by providing transportation assistance.

### **Planned Collaboration**

In order to accomplish the planned activities above, Memorial anticipates collaborating with:

- City of Long Beach
- Families in Good Health
- Long Beach Department of Health and Human Services
- Long Beach Unified School District
- The Children’s Clinic
- University of California Irvine (School of Medicine)

### **Chronic Disease**

Memorial will address chronic disease by taking the following actions:

- Continue to operate the Adult Outpatient Diabetes Clinic, which provides individuals with self-care and management skills. The Adult Outpatient Diabetes Clinic was established in 2011 in response to requests from community providers and clients wanting a geographically accessible facility for adults with diabetes and related disorders. The Clinic allows clients to initiate lifestyle changes to manage their disease, while also providing opportunities for peer and group therapy, nurse support, and insulin therapy. The Diabetes Clinic will provide community education across the city at no cost to participants.
- Offer disease support groups for specific conditions, including stroke, cancer and diabetes. All support groups are led by physicians, nurses or social workers.



- The hospital will provide oncology life coaches and help-lines for patients and community members in need of cancer-related information.
- Provide chronic disease education, screening and treatment.
- Provide public health education in the media and community health awareness events to encourage healthy behaviors and prevent chronic diseases.

### **Anticipated Impact**

Memorial will conduct the above referenced strategies with the overarching goal in mind: to reduce the impact of chronic diseases on health and increase the focus on chronic disease prevention and treatment education.

Memorial anticipates the following impact from these efforts:

- Increase the identification and treatment of chronic disease.
- Increase public awareness of chronic disease prevention.
- Increase individuals' compliance with chronic disease prevention and management recommendations.

### **Planned Collaboration**

In order to accomplish the planned activities above, Memorial anticipates collaborating with:

- American Heart Association
- American Lung Association
- Building Healthy Communities: Long Beach
- City of Long Beach/Neighborhood Resource Center/Senior Centers
- Long Beach Alliance for Children with Asthma
- Long Beach Stroke Association
- Stroke Support Association
- The Children's Clinic
- The City of Long Beach Department of Health and Human Services
- United Cambodian Association
- YMCA

### **Mental and Behavioral Health**

Memorial will address mental and behavioral health by taking the following actions:

- Provide health education and support groups that offer information, resources and assistance on mental health issues.

- Provide standardized education to hospital staff regarding the services available to homeless patients who come into the emergency room. This will help to connect this vulnerable population to primary and mental health care services in a more expedited fashion, and will also help reduce the burden of emergency department visits for non-emergency issues.
- Partner with the Long Beach Police Department’s Homeless Assistance Project to connect homeless individuals to services. Memorial social workers serve on the Homeless Services Coalition.
- Bolster partnerships with local community organizations by providing outreach and education for their constituents through Memorial physician-led workshops and presentations.
- Provide smoking cessation resources.
- Continue to conduct the Tar Wars tobacco education program to 5th graders in Long Beach Unified School District, which was developed to combat the start of the use of tobacco products among community youth. The Tar Wars program is led by the Family Medicine Residency Program and is in accordance with national guidelines provided by the Centers for Disease Control and Prevention.

### **Anticipated Impact**

Memorial will conduct the above referenced strategies with the overarching goal in mind: to increase access to mental and behavioral health care resources and services.

Memorial anticipates the following impacts from these efforts:

- Increase awareness and treatment of mental health and behavioral health issues.
- Increase access to available mental and behavioral health services in the community.
- Increase knowledge among hospital staff regarding services and resources available to address mental health and behavioral health needs.

### **Planned Collaboration**

In order to accomplish the planned activities above, Memorial anticipates collaborating with:

- Building Healthy Communities: Long Beach Youth and Parent Workgroups
- Cambodian Advocacy Center
- LGBTQ Center
- Long Beach Police Department Homeless Assistance Project
- Long Beach Ronald McDonald Charity
- Long Beach Unified School District
- MHALA
- United Cambodian Community

## **Overweight and Obesity**

Memorial will address overweight and obesity by taking the following actions:

- Offer community education focused on healthy eating and increased physical activity.
- Provide free screenings for BMI.
- Provide nutritional counseling.
- Offer yoga and walking programs for cancer survivors.
- Offer the Walk with a Doc program that provides fitness and health education from physicians, exercise and stretches on monthly walks.
- Promote the Healthy Active Long Beach initiative in partnership with the City of Long Beach in order to battle overweight and obesity in the community. Nutrition information will continue to be made available for community residents in multiple languages.
- Offer the Fit Family Exercise program.
- Continue to serve on the Long Beach City Department of Health and Human Services board, which is addressing overweight and obesity as a priority public health issue.

### **Anticipated Impact**

Memorial will conduct the above referenced strategies with the overarching goal in mind: to reduce the impact of overweight and obesity on health and increase the focus on healthy eating and physical activity.

Memorial anticipates the following impacts from these efforts:

- Increase knowledge about healthy food choices to improve health.
- Improve healthy eating behaviors and increase physical activity.

### **Planned Collaboration**

In order to accomplish the planned activities above, Memorial anticipates collaborating with:

- City of Long Beach
- LB Fresh
- Long Beach Alliance for Food and Fitness
- Long Beach Unified School District
- Senior Centers
- The City of Long Beach Department of Health and Human Services
- YMCA

## **Preventive Care**

Memorial will address preventive care by taking the following actions:

- Provide community health improvement and prevention services. These include community health education, presentations and workshops related to chronic disease prevention, women's health, disaster preparedness, health screening, respiratory care, senior health, employee wellness programs, and tobacco education.
- Provide free health screenings and flu shot clinics.
- Reduce injuries and falls among seniors through exercise and fall prevention programs.
- Provide public health education in the media and community health awareness events to encourage healthy behaviors and improve preventive practices.

### **Anticipated Impact**

Memorial will conduct the above referenced strategies with the overarching goal in mind: to improve community health through preventive health care practices.

Memorial anticipates the following impacts from these efforts:

- Increase availability and access to preventive care services.
- Increase compliance with preventive care recommendations (screenings, immunizations, lifestyle and behavior changes).

### **Planned Collaboration**

In order to accomplish the planned activities above, Memorial anticipates collaborating with:

- Alpert Jewish Community Center
- American Heart Association
- American Lung Association
- California State University Long Beach
- City of Long Beach
- Injury Prevention Alliance of Los Angeles County
- Junior League of Long Beach
- Latinos in Action
- Long Beach Unified School District
- Safety Belt Safe
- Senior centers / senior living facilities
- The City of Long Beach Department of Health and Human Services
- Walk Bike Long Beach
- Walk Long Beach

### **Evaluation of Impact**

Memorial will monitor and evaluate the programs and activities outlined above. The hospital has implemented a system that tracks the implementation of the activities and documents the anticipated impact. Our reporting process includes the collection and documentation of tracking measures, such as the number of people reached/served, increases in knowledge or changes in behavior as a result of planned strategies, 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 Community Health Needs Assessment.

## Needs the Hospital Will Not Address

While all of the health needs identified during the CHNA are of importance to the health of the community, no hospital is capable of addressing all of the needs in a given community. Memorial will not directly address these priority needs:

- Access to Housing
- Crime and Violence
- Economic Security
- Education
- Environment and Climate
- Oral Health
- Pregnancy and Birth Outcomes

These health needs, with the exception of oral health and birth outcomes, are considered upstream drivers of health, or social determinants of health. Recognizing that there are current efforts to address the upstream, root causes of poor health in the greater Long Beach area, our intention is to increase our organizational capacity to support this work while still concentrating on those health needs that we can most effectively address given the organization's areas of focus and expertise. Key collaborators for this work include the City of Long Beach Department of Health and Human Services and the Building Healthy Communities: Long Beach initiative.

## Approval

This Implementation Strategy was adopted by the Long Beach Memorial Medical Center Board of Directors on October 25, 2016.