



Cedars-Sinai Medical Center's Implementation Strategy 2022 - 2025

Cedars-Sinai's Community Benefit Health Focus Areas are based on a Community Health Needs Assessment (CHNA) as required by state and federal regulations guiding tax-exempt hospitals. 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. 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 that take 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. Through this Implementation Strategy, CSMC has committed to identifying and closing health equity gaps in communities that are historically marginalized and vulnerable.

Health Focus Areas

Access to Health Care and Community Services: Community Benefit efforts focus on increasing and supporting access to essential health care and community services for communities and groups that have been historically underserved through direct programs and partnerships with local community-based organizations. Access to Care efforts are grounded in the knowledge that social determinants of health and health equity impact health outcomes. Access to Care partnerships and strategies address the following priority health needs:

- Primary Care
- Mental Health

Chronic Disease and Prevention: Community Benefit efforts focus on preventing chronic health conditions and their underlying risk factors, and on preventive immunization efforts. With cross-functional planning to address social determinants of health and health equity, Cedars-Sinai implements programs and supports partnerships focused on prevention, screenings, community outreach and education.

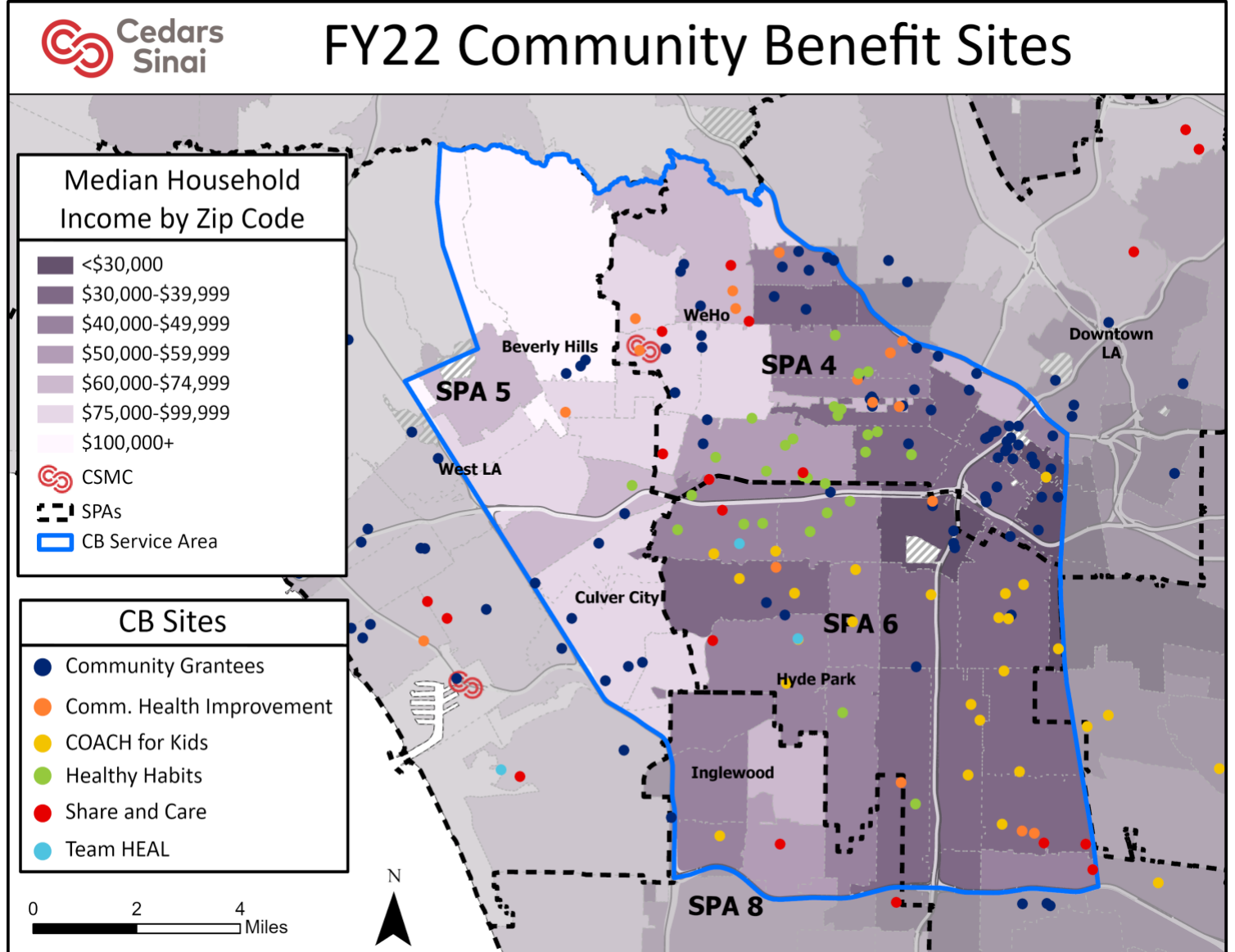
- Cancer
- Cardiovascular Disease
- Diabetes
- Overweight/Obesity
- Immunizations

Housing and People Experiencing Homelessness: Community Benefit efforts focus on connecting people experiencing homelessness to community-based programs and services as well as building strategies to improve health and housing stability.

Priority Geography

Cedars-Sinai is located at 8700 Beverly Boulevard, Los Angeles, California 90048. The Community Benefit Service Area includes 52 ZIP Codes representing 25 cities or neighborhoods within 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 communities that are historically marginalized and underserved, 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 communities that experience greater health challenges than other areas of the Cedars-Sinai Community Benefit Service Area.



Access to Health Care and Community Services (Primary Care and Mental Health Care)

Goal

- Increase access to health care and the capacity of health care partners, and improve the health of individuals in our community – particularly in Cedars-Sinai’s Community Benefit Service Area – who have been historically underserved.

Impact

- Increase availability and access to primary care services.
- Increase community-based mental health services for populations that lack access.
- Enhance the capacity of Federally Qualified Health Centers to improve quality and leadership development.

Health Focus Area	Programs and Strategies	Partnerships and Collaborations
<p>General Access to Health Care and Community Services</p>	<p>Cedars-Sinai Community Resource (CSCR) CSMC social workers and staff use CSCR, an electronic community resource referral platform powered by FindHelp to navigate patients to needed community services. Staff are trained to appropriately optimize this resource. CSCR is available to patients and community members through a public-facing website, providing information on how to connect to needed resources. Cedars-Sinai knows that thousands of community searches have been logged on CSCR in the past year, showing how important this resource is to navigate and access services.</p>	<p>Key partners include: community-based health, behavioral health and social service providers serving populations that have been historically marginalized and underserved.</p>
<p>Primary Care</p>	<p>C.O.A.C.H. for Kids The Cedars-Sinai COACH (Community Outreach Assistance for Children’s Health) for Kids mobile medical clinic is dedicated to meeting the immediate medical, behavioral health and community needs of pediatric patient populations that are historically underserved. COACH for Kids provides free transitional medical care and social support services, while connecting patients and their families to integrated quality health care and other community resources. Services are provided in the community Monday through Thursday, and periodically on weekends. Service sites include schools, places of worship, public housing developments, WIC (Women, Infants and Children) centers, Head Start centers and other community agencies. Service areas include Central and South Los Angeles, Watts and Crenshaw.</p>	<p>Key partners include: the Los Angeles Unified School District, Children’s Institute Inc., South Los Angeles Health Projects WIC, Public Health Foundation Enterprises WIC, and a variety of FQHCs including Wesley Health Centers, South Central Family Health Center and To Help Everyone (T.H.E.) Health Centers.</p>

Health Focus Area	Programs and Strategies	Partnerships and Collaborations
	<p>Training and Direct Medical Care: Federally Qualified Health Centers (FQHCs) Cedars-Sinai physicians partner with and provide access to primary care in FQHCs and FQHC Look-A-Likes located in Los Angeles. These partnerships increase FQHCs’ abilities to provide health care to community members while giving medical residents training in, and exposure to, the role of a primary care provider in providing health care services to populations historically, socially and economically marginalized and underserved.</p>	<p>Key partners include FQHCs: Saban Community Clinic, Venice Family Clinic, Planned Parenthood Los Angeles, Los Angeles Christian Health Center, APLA Health and Korean Health Education Information and Research Clinic.</p>
	<p>Cedars-Sinai’s Ambulatory Care Clinic (ACC) Cedars-Sinai’s ACC provides primary and specialty care services to uninsured and underinsured residents who live within a five-mile radius of the medical center. The clinic services include screening, preventive health measures, management of diabetes and cardiovascular disease, as well as other specialty services available within the clinic. This includes special pilot programs to expand services unavailable to partner FQHCs such as Saban Community Clinic. Medical residents and fellows are supervised by attending physicians who are members of CSMC medical staff.</p>	<p>Key partners include: Cedars-Sinai internal departments, including imaging, pharmacy and laboratory services, as well as Saban Community Clinic (the closest FQHC in proximity to Cedars-Sinai).</p>
	<p>Cedars-Sinai Case Management and Social Work Cedars-Sinai provides patients with socioeconomic needs with resources to facilitate access to primary care, to outpatient care and to services that address the social determinants of health.</p>	<p>Key partners include nonprofit community-based service providers.</p>
	<p>Financial Assistance and Health Insurance Enrollment Cedars-Sinai provides free care to people who earned up to 400% of the federal poverty level (\$103,000 for a family of four) and significantly discounted care to those who earned up to 600% of the federal poverty level (\$154,500 for a family of four). While more people have access to insurance coverage through the Affordable Care Act and Covered California, many commercial insurance plans carry a high deductible or copay, causing financial hardship for patients. In addition, assistance is provided to enroll eligible persons in health insurance programs</p>	
	<p>Grantmaking: Civic Engagement Cedars-Sinai’s Civic Engagement grants address unmet needs that impact health and well-being through strategic coordination with local community organizations and municipalities. Funding addresses social determinants of health and health equity.</p>	<p>Key partners include: nonprofit community-based service providers and government partners in local municipalities surrounding Cedars-Sinai.</p>

Health Focus Area	Programs and Strategies	Partnerships and Collaborations
	<p>Grantmaking: Cedars-Sinai’s Community Clinic Initiative</p> <p>Cedars-Sinai recognizes the critical role of partnerships in promoting access to health care for populations that are underserved and lack access to culturally safe services. CSMC is building partnerships that include significant investments to strengthen the safety net clinic network across Los Angeles, as well as individual capacity-building grants to clinics. Cedars-Sinai funds capacity-building programs that focus on issues such as quality and leadership, and financial sustainability. Cedars-Sinai reaches the majority of clinics in the Community Benefit Service Area. Grants support community clinics in addressing the social determinants of health of patients and communities.</p>	<p>Key partners include: FQHCs and behavioral health organizations, the Institute for High Quality Care, the Community Clinic Association of Los Angeles County, the University of California/San Francisco Healthforce Center, the Center for Care Innovation and the Nonprofit Finance Fund.</p>
<p>Mental Health</p>	<p>Share & Care</p> <p>The Share & Care program offers programs and trainings for children, teachers, parents and school principals, facilitated by licensed mental health practitioners, that enhance at-risk children's ability to learn in the classroom, change destructive behaviors and envision a brighter future. Share & Care counselors facilitate 12-week group art-therapy programs that provide a therapeutic environment to improve students’ abilities to cope with trauma, loss and grief, self-esteem, bullying, socialization, anger management, divorce, shyness, incarcerated parent and substance abuse.</p>	<p>Key partners include: elementary and middle schools, and the Los Angeles Unified School District (LAUSD).</p>
	<p>Grantmaking: Community Mental Health Grants/Behavioral Health Initiative</p> <p>Cedars-Sinai provides mental health grants to increase access to mental health services. Grantmaking addresses the mental health needs of populations historically marginalized and underserved. Grants support the provision of direct services to community members facing significant economic barriers as well as comorbidities. The Behavioral Health Initiative increases access to high-quality behavioral health services through support for capacity-building programs and direct service continuity grants. The Behavioral Health Initiative aims to promote effective linkages to care and focuses on increasing access to needed services, with an emphasis on primary care integration and supportive patient navigation.</p>	<p>Key partners include nonprofit community-based mental health care providers.</p>

Health Focus Area	Programs and Strategies	Partnerships and Collaborations
	<p>Psychiatric Patient Support For patients who need additional care outside of the medical center, Cedars-Sinai provides access through ongoing partnerships for psychiatric and behavioral health services.</p>	<p>Key partners include local psychiatric hospitals and behavioral health inpatient services.</p>
	<p>Teen Line Teen Line, a program of Didi Hirsch Mental Health Services, is housed on premises through an in-kind donation from Cedars-Sinai of office and training spaces. The Teen Line hotline, answered by intensively trained high school students, provides crisis intervention and suicide prevention, peer counseling and referrals for adolescents ages 12 to 19. Didi Hirsch Mental Health Services expertly answers all incoming hotline crisis calls and texts during off hours.</p>	<p>Key partners include: Didi Hirsch Mental Health Services, funding partners, and regional and national resource partners providing added support for teens.</p>

Chronic Disease (Cancer, Cardiovascular Disease, Diabetes, Overweight and Obesity) and Prevention (Immunizations)

Goals

- Reduce the impact of chronic diseases on health and increase the focus on chronic disease prevention and treatment education.
- Reduce the impact of immunization-preventable diseases.

Impact

- Improve screening, prevention and treatment of chronic diseases.
- Increase positive behavior changes associated with chronic disease management.
- Increase community access to immunizations (flu, pneumococcal and COVID-19).

Health Focus Area	Programs and Strategies	Partnerships and Collaborations
<p>Cancer</p>	<p>Support Groups Cedars-Sinai provides comprehensive support groups that focus on assisting persons with cancer and their family and caregivers.</p>	<p>Key partners include: faith groups and community-based organizations and the American Cancer Society.</p>
	<p>Cancer Research Center for Health Equity/Community Outreach and Engagement (CRCHE) The CRCHE aims to increase cancer awareness, screening and capacity of communities to address disparities. The program’s focus is on communities historically marginalized and underserved, in particular: Hispanics, Asians (Filipinos and Koreans), African Americans, Immigrants, and LGBTQ+. Programs include: 7 Steps to Reduce Cancer Risk, a comprehensive education program geared toward low-literacy populations; training programs for community health workers including tools and resources to link individuals to free and low-cost cancer screenings; as well as capacity building, training and pilot funding for community organizations that serve communities at the highest risk for cancer and delayed diagnosis.</p>	<p>Key partners include: faith groups, community-based organizations, youth groups, universities, the American Cancer Society.</p>

Health Focus Area	Programs and Strategies	Partnerships and Collaborations
<p>Cardiovascular Disease and Diabetes</p>	<p>Community Health Improvement: Screenings, Health Fairs and Education</p> <p>When COVID-19 protocols allow, Cedars-Sinai provides free screening exams and health education, including point-of-care testing for diabetes and cardiovascular disease. Health programs and screenings are conducted in collaboration with nursing, medical staff and various members of the clinical care team. Examples of partnerships for screenings and health programs include:</p> <ul style="list-style-type: none"> • Local municipalities to provide blood glucose, cholesterol, and blood pressure screenings in partnership with community organizations. • Senior centers to provide risk assessment, health screening and preventive health education. In addition, evidence-based and evidence-informed programs are designed to allow older adults to maintain independent living and manage diabetes and cardiovascular disease. • Faith-based organizations, such as churches and synagogues, to provide screening and referral programs for cholesterol, diabetes, hypertension and stroke prevention and control. • Community sites to provide free community lectures and health information to older adults. 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>Key partners include: local municipalities, senior centers, faith-based organizations, disease-specific organizations, and Cedars-Sinai clinical staff.</p>
<p>Overweight and Obesity</p>	<p>Healthy Habits</p> <p>Cedars-Sinai’s Healthy Habits program provides 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 communities that are historically underserved, 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 for Kids, Healthy Habits for Families, Exercise in the Park, community health displays and workshops, Grocery Store Tour programs, teacher trainings, connections to CalFresh resources, and ongoing capacity building and technical assistance to community partners throughout Mid-City Los Angeles.</p>	<p>Key partners include: public elementary schools, the Los Angeles Unified School District (LAUSD), CalFresh and local Los Angeles parks.</p>
<p>Immunizations</p>	<p>Community Health Improvement - Flu and COVID-19 Vaccines</p> <p>Community Health Improvement (CHI) provides free immunization programs for children, families and older adults. Influenza and COVID-19 vaccines are offered free to the public.</p>	<p>Key partners include: schools, work sites, senior services, faith-based and community organizations.</p>

Housing and People Experiencing Homelessness

Goals

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

Impact

- Improve the health of people experiencing homelessness.
- Increase access to community-based services to improve the health and housing stability of people experiencing homelessness.

Health Focus Area	Programs and Strategies	Partnerships and Collaborations
<p><i>Housing and People Experiencing Homelessness</i></p>	<p>Recuperative Care Cedars-Sinai supports patients who require additional assistance post-discharge but are experiencing homelessness and lack a place to recover. Cedars-Sinai discharges them 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.</p>	<p>Key partners include: National Health Foundation and the Illumination Foundation.</p>
	<p>Grantmaking: Housing and People Experiencing Homelessness This initiative identifies and supports local community-based organizations serving people experiencing homelessness and invests in building their capacity to better support and address the systemic causes of homelessness. Cedars-Sinai’s grantmaking complements the work of the medical center’s Community Connect Program, which supports individual and community health through assessment and interventions that address the social determinants of health needs of people who are underserved.</p>	<p>Key partners include: United Way of Greater Los Angeles - Home for Good, California Community Foundation, a variety of homeless services agencies and behavioral health programs.</p>

Health Focus Area	Programs and Strategies	Partnerships and Collaborations
	<p>Patient Navigation Cedars-Sinai provides focused patient navigation for people experiencing homelessness who enter our medical center through the Emergency Department. Two full time community resource coordinators with expertise in homelessness-related resources work to support our neighbors in the most vulnerable circumstances.</p> <p>Additionally, all patients experiencing homelessness will continue to be guided toward shelter, food and clothing through our social work and case management services. To support patients, Cedars-Sinai will pilot a direct referral program to emergency shelter for especially needy patients.</p>	<p>Key partners include homeless services organizations throughout the region.</p>
	<p>Healthcare in Action Cedars-Sinai contracts with Healthcare in Action to extend health care services beyond the walls of the medical center through an innovative street medicine approach focused on providing extra care and support to people experiencing homelessness.</p>	<p>Key partners include: Healthcare in Action (a member organization of Scan Group), local FQHCs and homeless service providers.</p>
	<p>Reserved Shelter Beds Cedars-Sinai contracts with The People Concern, a comprehensive homeless services and health care organization, to provide two reserved shelter beds accompanied by wrap-around case management services for people experiencing homelessness. The goal of this engagement is to connect people experiencing homeless with long-term permanent supportive housing.</p>	<p>The key partner is The People Concern (Turning Point Interim Housing).</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 populations that are underserved and historically marginalized. 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, utilizing the relevant expertise and allocating resources of CSMC in a thoughtful manner in light of its charitable mission as a hospital. The health needs identified in the CHNA that are not included in the health focus areas for this Implementation Strategy are: community safety, dental care, economic insecurity, environmental conditions, food insecurity, sexually transmitted infections, substance use and transportation. Additionally, the hospital does not intend to directly emphasize COVID-19 interventions in the Implementation Strategy but will continue to deliver acute medical care to address COVID-19. CSMC will continue to look for opportunities to address community needs where we can make a meaningful contribution.

Report Adoption, Availability and Comments

This Implementation Strategy was adopted by the CSMC Board of Directors Executive Committee on October 24, 2022. The report is widely available to the public on the hospital's web site and can be accessed at <https://www.cedars-sinai.org/community/community-benefit.html>. To send comments or questions about this report, please send your feedback to: groupcommunitybenefit@cshs.org.