



MLK Community
Healthcare

COMMUNITY IMPLEMENTATION PLAN 2024-26

Population Health Department
MLK Community Healthcare





TABLE OF CONTENTS

- 03. Message from the Senior Vice President of Population Health
- 04. About MLK Community Health
 - 04. Defined community
- 06. Community health needs identified in the 2023 CHNA
 - 06. Priority focus areas
- 12. Evaluation of impact
 - 12. Needs the hospital will not address
 - 12. Report availability and comment

This year MLK Community Hospital achieved two notable recognitions. We were once again given a 5-star rating by CMS, the U.S. Centers for Medicare and Medicaid Services. Only 16 percent of hospitals in the nation achieve this highest rating. Our 29-bed Emergency Department (ED) also appeared on the list of busiest in the nation. More than 112,000 people came to us for help, a volume 400 percent higher than what our community hospital was built to absorb. Yet even as our volume soared our wait times for service remained relatively low, compared to other hospitals. This tells us two things:



Dr. Jorge Reyno

- Despite our small footprint and limited resources, our clinical staff are doing a superlative job dealing with the record-high volume of patients.
- Our community cannot easily access care. We estimate that 40% of our ED visits could be seen in the outpatient setting. Because so little outpatient care exists in our community, our residents come to us for conditions that could easily be treated in a primary care setting.

This implementation report describes what we are doing to address unmet need. As always, we remain committed to attracting and retaining high-quality and culturally-appropriate physicians to South Los Angeles, which lacks 1,500 doctors on average relative to other communities in California. Getting ahead of disease before it becomes dire enough to require an ED visit should be every clinician's - and policymaker's - goal.

We also are fielding innovative efforts to treat the unhoused, address social determinants and recognize the important role that integrated behavioral health care plays in physical recovery from illness.

However, the persistence of illness in South LA is inexorably tied to systemic issues. Our nation's healthcare system, marked by disparities in health insurance rates, discourages healthcare providers from serving in areas like South LA, which predominantly house low-income, Medi-Cal-dependent populations. Until we address the structural challenge of inadequate Medicaid payment, patients will continue to flock to our ED for care they can find nowhere else.

We earnestly call upon policymakers to join us in championing pioneering solutions that not only treat illness but also rectify the structural health inequities that exacerbate it. South LA deserves nothing less.

A handwritten signature in black ink that reads "Jorge Reyno MD". The signature is fluid and cursive.

Senior Vice President, Population Health
MLK Community Healthcare

About MLK Community Healthcare

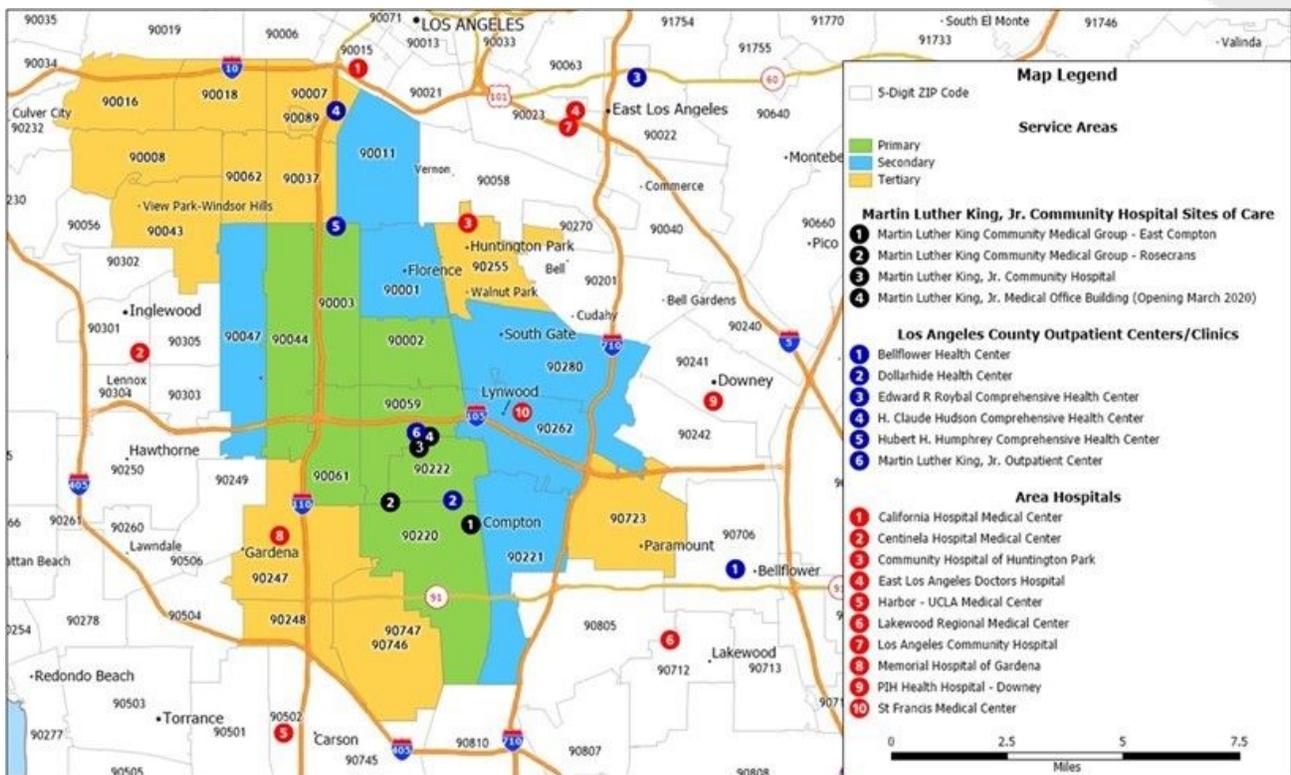
The new MLK Community Healthcare (MLKCH) opened in 2015 as a state-of-the-art, 131-bed acute care hospital located on the Martin Luther King, Jr. Medical Campus in the Willowbrook neighborhood of South Los Angeles. Since our opening, MLKCH has maintained a long-term vision of ensuring a lasting, coordinated solution for serving a historically underserved and distressed area and improving the overall health of South Los Angeles.

To achieve this vision, we continue to increase access and build equity by expanding the MLK Community Medical Group. For example, we added doctor's offices in East Compton, Rosecrans, and Wilmington; opened a Wound Healing and Hyperbaric Center; introduced innovative approaches to care such as Integrated Behavioral Health and Street Medicine; and expanded our community health and education programs.

Defined community

The MLKCH community¹ is defined as the geographic region consisting of Service Planning Area (SPA) 6² as well as those ZIP Codes located within a three-mile radius from the hospital.

MLKCH is located at 1680 East 120th Street, Los Angeles, California, 90059. The map and table below identify each of the 27 ZIP Codes located within the three service area geographies included in the hospital's defined community.



[1] Source: Martin Luther King, Jr. Community Hospital

[2] A SPA is a specific geographic region within Los Angeles County. Due to the large size of LA County (4,300 square miles), it has been divided into eight geographic areas. These distinct regions allow the Department of Public Health to develop and provide relevant public health and clinical services targeted to the specific health needs of the residents in these different areas.

<http://publichealth.lacounty.gov/chs/SPAMain/ServicePlanningAreas.htm>



A community in need

Our community is home to Los Angeles County’s (the “County”) most vulnerable population, with poverty rates, unemployment rates, and metrics of poor health exceeding other regions of the County. This underserved population of more than 1.3 million people is over 90% Hispanic or African American, and over 70% are dual-eligible for Medi-Cal and Medicare, having some of the most complex and costly healthcare needs in our community. With significant portions of our community designated as health professional shortage areas, medically underserved areas, or both, residents struggle to access and receive essential preventive, primary, and specialty care services and use the ED in place of these services because access is so limited. Further, educational opportunities and access to healthy, affordable food, quality housing, and green space are scarce.

MLK Community Hospital service area overview (calendar year 2023)

Zip Code	MLKCH Service Area	Community	Zip Code	MLKCH Service Area	Community
90002	Primary	Los Angeles	90007	Tertiary	Los Angeles
90003	Primary	Los Angeles	90008	Tertiary	Los Angeles
90044	Primary	Los Angeles	90016	Tertiary	Los Angeles
90059	Primary	Los Angeles	90018	Tertiary	Los Angeles
90061	Primary	Los Angeles	90037	Tertiary	Los Angeles
90220	Primary	Compton	90043	Tertiary	Los Angeles
90222	Primary	Compton	90062	Tertiary	Los Angeles
90001	Secondary	Los Angeles	90089	Tertiary	Los Angeles
90011	Secondary	Los Angeles	90247	Tertiary	Gardena
90047	Secondary	Los Angeles	90248	Tertiary	Gardena
90221	Secondary	Compton	90255	Tertiary	Huntington Park
90262	Secondary	Lynwood	90723	Tertiary	Paramount
90280	Secondary	South Gate	90746	Tertiary	Carson
			90747	Tertiary	Carson

Community health needs

MLKCH conducted a Community Health Needs Assessment (CHNA) in 2023 to identify top health needs in the community and analyze a broad range of social, economic, environmental, behavioral, and clinical elements that may contribute to health needs.

To better understand overall needs in our community, the CHNA team reviewed quantitative data from a variety of published sources. These data elements were compared against benchmark data, such as SPA or County data, when available. In addition, primary issues that impact the health of the community, as well as existing resources and innovative ideas to address those needs, were collected from local stakeholders through interviews, written surveys, community convenings, and focus groups. All of this information was analyzed to identify community issue areas, and then prioritized to identify the significant health needs for which MLKCH has prepared an Implementation Plan to address. Our prioritization assessment included consideration of the relative size of the issue, how important an issue was to the community, and how much of an opportunity there was for an impact to be made over the next three years.

Based upon this methodology, MLKCH identified six priorities to address in collaboration with our community partners over the next three years:

- Access to Preventive, Primary, and Specialty Care
- Behavioral Health
- Management of Chronic Health Conditions
- Homeless Health
- Cultural Alignment of Care
- Social Determinants of Health

These priorities and our planned strategies to address each are described below.

Priority focus areas

1. Access to preventive, primary, and specialty care

Health Need: Large proportions of our community have inadequate access to a broad range of medical services and physicians in primary, and medical and surgical specialties, combined.

Goal: Increase access to preventive, primary, and specialty health care for medically underserved residents.

Impact:

- Increase healthcare services that range from primary to specialty care for residents of South Los Angeles.
- Improve the retention of specialty doctors across all specialties, resulting in adequate access to preventive, primary, and specialty care.
- Increase availability of resources to address the inadequacy of health insurance coverage.

	PROGRAMS AND STRATEGIES	PARTNERSHIPS AND COLLABORATIONS
A.	<p>Connect Community to Medical Homes Help residents establish medical homes and connect to primary and specialty providers.</p>	<ul style="list-style-type: none"> • MLKCH Care Management • MLKCH Community Benefits • MLK Community Medical Group (MLK CMG) Enrollment Specialist Team
B.	<p>Transportation to Health Appointments Provide transportation assistance to connect patients to medical providers.</p>	<ul style="list-style-type: none"> • Insurance plans with a transportation benefit • Various local public and private transportation providers • MLKCH transports and Butterfli transports • Uber Health
C.	<p>Telehealth Expand access to healthcare and social services using telehealth services.</p>	<ul style="list-style-type: none"> • MLK Community Medical Group • GYANT
D.	<p>Capacity Expansion Develop facilities, staffing, and infrastructure to increase capacity for specialized medical services, including mobile health.</p>	<ul style="list-style-type: none"> • MLK Community Medical Group- Rosecrans Clinic, East Compton Clinic, MLK Campus Medical Office Building (Wilmington Clinic) • Community partners and providers
E.	<p>Maternal and Infant Health Provide access to prenatal and postnatal services and support for expectant mothers in the community.</p>	<ul style="list-style-type: none"> • Los Angeles County, First 5 LA - Welcome Baby Program • MLKCH Labor & Delivery Staff • MLK Community Medical Group – Lactation Outpatient Clinic • Community providers
F.	<p>Health Insurance Enrollment Provide residents with assistance to enroll in county and governmental health insurance.</p>	<ul style="list-style-type: none"> • County of Los Angeles Department of Social Services • MLKCH Patient Access • MLK Community Medical Group - Medicare Community Outreach
G.	<p>Financial Assistance Provide eligible persons that have low income with free and discounted healthcare services through the hospital's financial assistance (charity care) policy.</p>	<ul style="list-style-type: none"> • MLKCH Finance Department

2. Behavioral health

Health Need: Our community has a high prevalence of behavioral health conditions, including mental health and substance use, and insufficient resources for treatment.

Goal: Increase availability of resources to treat behavioral health conditions.

Impact:

- Increase the number of qualified behavioral health providers and support teams serving the South Los Angeles community.
- Increase referrals to mental health and substance use services for community residents.

	PROGRAMS AND STRATEGIES	PARTNERSHIPS AND COLLABORATIONS
A.	Integrated Behavioral Health (IBH) Program Improve clinical outcomes in patients with underlying mental health and substance use co-morbidities by connecting residents to behavioral health specialists and homes.	<ul style="list-style-type: none"> • MLKCH and MLK Community Medical Group IBH team • MLK Community Medical Group social service providers • Exodus Recovery at MLK Medical Center • Licensed and certified mental health providers
B.	Integrated Behavioral Health (IBH) Program-Telehealth Improve access to mental health and substance use services using telehealth consults with behavioral health specialists.	<ul style="list-style-type: none"> • MLKCH and MLK Community Medical Group IBH team • Tele psych consults

3. Management of chronic health conditions

Health Need: Our community has a high prevalence of poorly treated chronic diseases, such as obesity, high blood pressure, and diabetes resulting in poor health outcomes and higher costs of care.

Goal: Improve management of chronic diseases, increase health education, and encourage residents to maintain healthy weights and lifestyles to reduce future complications and disabilities.

Impact:

- Increase prevention practices and referrals to treatment for chronic diseases.
- Decrease the use of the emergency department by increasing availability of health screenings and education in the community.

	PROGRAMS AND STRATEGIES	PARTNERSHIPS AND COLLABORATIONS
A.	<p>Chronic Condition Centers of Excellence Provide clinical best practices and comprehensive care for diabetes and treatment of patients with other chronic conditions.</p>	<ul style="list-style-type: none"> • MLKCH Diabetes Care Committee • MLK Community Medical Group Diabetes Education Program • Good Hope Medical Foundation • Community providers
B.	<p>Community Health Screenings – Know Your Basics & ManUp! Community Programs Provide community residents with health screenings, resources, and education through monthly outreach and engagement efforts.</p>	<ul style="list-style-type: none"> • MLKCH Know Your Basics • MLKCH ManUp! Barbershop Program • MLK Community Medical Group • Community organizations and agencies • Community barbershops

4. Homeless health

Health Need: Almost a quarter of the homeless population in SPA 6 has a chronic illness with poorly managed health conditions.

Goal: Improve access to healthcare, housing, and other social services for persons experiencing homelessness so they can better manage and stabilize their health.

Impact:

- Increased access to quality health care for homeless persons will result in improved self-management, and enhanced quality of life.
- Enhance street-based medical services to people experiencing homelessness.
- Increase assistance to patients experiencing homelessness to navigate social services and basic needs.

	PROGRAMS AND STRATEGIES	PARTNERSHIPS AND COLLABORATIONS
A.	<p>Street Medicine Provide street-based medical services and providers, including consultative services, to admitted MLKCH patients experiencing homelessness. Street-based services are provided on site where the unsheltered homeless reside.</p>	<ul style="list-style-type: none"> • MLKCH Street Medicine Program • Street Medicine Program of USC Keck School of Medicine • Shelter and community service provider for unhoused individuals
B.	<p>Post-discharge Homeless Care Provide direct patient support by navigating patients experiencing homelessness to immediate care management services.</p>	<ul style="list-style-type: none"> • MLKCH Care Management • MLKCH Homeless Services Support Team • Harbor UCLA County Hospital • Temporary housing and post-acute care providers

5. Cultural alignment of care

Health Need: The residents of South Los Angeles are facing a scarcity of healthcare providers who resemble the diverse population and can care for residents in their preferred language and through the lens of their culture.

Goal: Reduce racial, economic, ethnic, and social disparities in the community of South Los Angeles by expanding the knowledge and diversity of culturally aware staff within our health system.

Impact:

- Enhance ability of residents to receive convenient, culturally appropriate care to maintain and manage their health.
- Increase trust of the health system within our community by attracting a diverse and culturally-competent staff.

	PROGRAMS AND STRATEGIES	PARTNERSHIPS AND COLLABORATIONS
A.	<p>Internal Medicine Residency Program Provide hands-on patient care training for high-quality doctors within South Los Angeles to continue practice within the community. The program offers an emphasis on health equity and social medicine.</p>	<ul style="list-style-type: none"> • University of California Los Angeles (UCLA) • Other medical school partnerships
B.	<p>Graduate Nursing Program Continue efforts to support the careers of new nursing school graduates with guided, on-the-job experience in a number of nursing specialties.</p>	<ul style="list-style-type: none"> • MLKCH Versant Nursing Residency
C.	<p>COPE Health Scholar and Care Navigator Program Continue efforts of enrolling scholars and community members to COPE program for healthcare navigation support and hands-on healthcare experience.</p>	<ul style="list-style-type: none"> • COPE Health Solutions
D.	<p>Career Fellows Program Expand awareness of and development of high school internship and mentorship programs for students living and attending school in South Los Angeles. Students receive nonclinical, clinical, and research experience to encourage careers in healthcare.</p>	<ul style="list-style-type: none"> • South Los Angeles High Schools

6. Social determinants of health

Health Need: A high and growing number of community members have housing, transportation, food insecurity, and community safety issues that contribute to poorly managed health conditions.

Goal: Help individuals in the community access social services, food, and housing to improve healthy living environments and health status.

- Impact:**
- Improve self-management and quality of life by increasing access and connections to social needs and healthcare services.
 - Increase access to healthy foods and education to improve health conditions for the residents of South Los Angeles.
 - Increase access to housing assistance for community members.

	PROGRAMS AND STRATEGIES	PARTNERSHIPS AND COLLABORATIONS
A.	<p>Supporting Basic Needs for Homelessness Help individuals experiencing homelessness access housing, food, toiletries, clothing, and support available through Measure H and other public initiatives.</p>	<ul style="list-style-type: none"> • MLKCH Homeless Services Team and community organizations • MLKCH care management and social workers
B.	<p>Recipe for Health Food Access Program Provide residents with access to healthy and affordable foods through health education and peer support of our food access program</p>	<ul style="list-style-type: none"> • MLKCH Recipe for Health Food Program • MLK Community Medical Group • MLKCH Food and Nutrition Services and Clinical Registered Dietitians • Sodexo • LA Care Community Resource Centers
C.	<p>Home Paramedicine Program Help individuals post-discharge receive follow-up care and education on health condition at home.</p>	<ul style="list-style-type: none"> • DocGo - ambulance and mobile medical company

Evaluation of impact

We will establish metrics to measure performance and progress toward each goal. An evaluation of the impact of the hospital's performance toward addressing these significant health needs will be reported in the next scheduled CHNA.

Needs the hospital will not address

MLKCH is committed to improving the health of our community and to addressing the significant health needs identified in the 2023 CHNA. We grouped these significant needs into six categories: access to preventive, primary and specialty care, behavioral health, management of chronic health conditions, homeless health, cultural alignment of care, and social determinants of health.

For the needs that were not identified from the 2023 CHNA for the following three years, we will continue to identify additional services and collaborate with partners in the community to address these issues and others that may arise as our community evolves.

Report availability and comment

Please reference our 2023 CHNA for more information on these significant health needs, community profile, and the primary and secondary data sources used to identify those needs. The CHNA and this Implementation Plan will be available on the hospital's website at mlkch.org/community-reports.

Your feedback on this report is welcomed. You may send written comments to or request more information on these community reports at kyb@mlkch.org.





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www.mlkch.org