



MemorialCare
Miller Children's & Women's Hospital
Long Beach
Implementation Strategy
FY2023-FY2025

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Implementation Strategy

Introduction

MemorialCare Miller Children's & Women's Hospital Long Beach (MCWH) is a member of MemorialCare, an integrated, nonprofit health system headquartered in Orange County, California. MemorialCare includes top hospitals – Orange Coast Medical Center, Saddleback Medical Center, Long Beach Medical Center and Miller Children's & Women's Hospital Long Beach. The system also includes MemorialCare Medical Group and Greater Newport Physicians, MemorialCare Select Health Plan and numerous convenient outpatient ambulatory surgery, medical imaging, urgent care, breast health, physical therapy, dialysis and primary care and specialty care centers. MCWH is a nonprofit, pediatric teaching hospital that provides specialized pediatric care for children and young adults, and maternity care for expectant mothers. MCWH is one of only eight free-standing children's hospitals in California. The hospital has 357 licensed pediatric and women's beds that is located on a 54-acre campus that it shares with Long Beach Medical Center.

In 2022, MCWH conducted a Community Health Needs Assessment (CHNA) in compliance with state and federal regulations guiding tax-exempt hospitals, assessing the significant health needs for the hospital's service area. California Senate Bill 697 and the Patient Protection and Affordable Care Act through IRS section 501(r)(3) regulations direct nonprofit hospitals to conduct a CHNA every three years and develop a three-year Implementation Strategy that responds to identified community needs.

The CHNA and Implementation Strategy help guide the hospital's community health improvement programs and community benefit activities, as well as its collaborative efforts with organizations that share a mission to improve health. This Implementation Strategy explains how MCWH plans to address the significant health needs identified by the CHNA.

Report Adoption, Availability and Comments

This Implementation Strategy was adopted by the Board of Directors on June 14, 2022. The CHNA and Implementation Strategy are available on the hospital's website at www.memorialcare.org/about-us/community-benefit

Public comment on the CHNA and Implementation Strategy is encouraged as community input is used to inform and influence this work. Written comments can be submitted to communitybenefit@memorialcare.org.

Definition of the Community Served

MCWH is located at 2801 Atlantic Avenue, Long Beach, California, 90806. The hospital's primary service area includes 44 ZIP Codes, representing 24 cities in Los Angeles County and Orange County. This primary service area was determined by analysis of patient admissions and comprises portions of Los Angeles County Service Planning Areas (SPAs) 6, 7 and 8.

Miller Children's & Women's Hospital Long Beach Service Area

Geographic Area	ZIP Code	Service Planning Area
Artesia	90701	7
Bell Gardens	90201	7
Bellflower	90706	7
Carson	90745, 90746	8
Cerritos	90703	7
Compton	90220, 90221, 90222	6
Cypress	90630	N/A – Orange County
Downey	90241, 90242	7
Gardena	90247	8
Hawaiian Gardens	90716	7
Hawthorne	90250	8
Huntington Park	90255	7
Lakewood	90712, 90713, 90715	7
Long Beach	90802, 90803, 90804, 90805, 90806, 90807, 90808, 90810, 90813, 90814, 90815	8
Los Alamitos	90720	N/A – Orange County
Los Angeles	90001, 90002, 90003, 90044, 90059	6
Lynwood	90262	6
Norwalk	90650	7
Paramount	90723	6
San Pedro	90731	8
Seal Beach	90740	N/A – Orange County
Signal Hill	90755	7
South Gate	90280	7
Wilmington	90744	8

Significant Community Health Needs

MCWH's CHNA incorporated demographic and health data collected from a variety of local, county and state sources to present community demographics, social determinants of health, as well as a broad range of health indicators. Initially, significant health needs were identified through a review of this secondary health data. Analysis of secondary data included an examination and reporting of health disparities for some health indicators. The report includes benchmark comparison data that measure the data findings as compared to Healthy People 2030 objectives, where appropriate.

The identified significant needs included:

- Access to health services
- Chronic diseases
- COVID-19
- Economic insecurity
- Environment
- Food insecurity
- Housing and homelessness
- Mental health
- Overweight and obesity
- Pregnancy and birth outcomes
- Preventive practices
- Racism and discrimination
- Substance use
- Violence and injury

Prioritized Health Needs the Hospital Will Address

This Implementation Strategy details how MCWH plans to address the significant health needs identified in the 2022 CHNA. The hospital plans to build on previous CHNA efforts and existing initiatives, while also considering new strategies and efforts to improve health.

MCWH examined the identified significant health needs and prioritized them with community stakeholder input through interviews and focus groups. Stakeholders included a broad range of key informants and residents in the service area who spoke about the issues and needs in the communities served by the hospital. Once the CHNA was completed, the hospital convened the Community Benefit Oversight Committee on April 25, 2022, to discuss and prioritize the significant health needs. Prior to the meeting, the committee received the 2022 CHNA and had an opportunity to review the CHNA findings.

The Community Benefit Oversight Committee applied the following criteria to the significant health needs to determine the priority health needs MCWH will address in the Implementation Strategy.

- 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. The need was identified as a priority in the previous Implementation Strategy.

Results of the prioritization process were compiled, and priority health needs identified. This information was submitted to the Strategy Committee who approved the top needs and recommended approval of the Implementation Strategy by the Board of Directors. As a result of this process, MCWH will address the following health needs with a focus on the social determinants of health and health equity:

- Access to care
- Behavioral health (mental health and substance use)
- Chronic diseases
- Pregnancy and birth outcomes
- Preventive practices

Using the lens of the social determinants of health and health equity, MCWH will call attention to food insecurity, environmental pollution, housing and homelessness, and racism and discrimination as applied to these priority health needs.

Strategies to Address Prioritized Health Needs

For each health need the hospital plans to address, the Implementation Strategy describes the following: actions the hospital intends to take, including programs and resources it plans to commit; anticipated impacts of these actions; and planned collaboration between the hospital and other organizations.

Access to Care

Goal: Increase access to health care for medically underserved children.

Strategies

1. Provide financial assistance through free and discounted care for health care services, consistent with the hospital's financial assistance policy, for persons who are uninsured or underinsured.
2. Provide transportation support to increase access to health care services.
3. Train residents and fellows in pediatric specialties.
4. Support pediatric specialty care clinics.
5. Provide specialty care for children through the Outpatient Specialty Center at Miller Children's & Women's Hospital Long Beach - a California Children's Services (CCS) approved Special Care Center.
6. Provide grant funding and in-kind support to increase access to health care.
7. Work in collaboration with community agencies to address the impact that the social determinants of health and health equity have on health care access.

Anticipated Impact

- Increase access to health care and reduce barriers to care.
- Provide financial assistance to qualified patients.
- Support access to health care services by providing transportation assistance.
- Increase awareness of the impact that social determinants of health and health equity have on children's access to health care services.

Planned Collaborative Partners

- Best Start Central Long Beach
- Black Infant Health Program
- Cambodian Association of America
- Children's Dental Health Clinic
- City of Long Beach
- City of Long Beach Office of Equity
- Department of Health Care Services, California Children's Services (CCS)
- Long Beach Department of Health and Human Services
- Long Beach Forward
- Long Beach Multi-Service Center
- Long Beach Unified School District
- TCC Family Health
- United Cambodian Community
- University of California Irvine, School of Medicine
- Welcome Baby Program

Behavioral Health (Mental Health and Substance Use)

Goal: Increase access to mental health and substance use services in the community.

Strategies

1. Increase community awareness of prevention efforts and availability of resources to address mental health and substance use and misuse concerns.
2. Offer community health education, community lectures, presentations and workshops focused on mental health and substance use topics.
3. Provide support groups for parents and children to address unique health needs.
4. Promote the school reintegration program for children with long-term mental illness in order to prevent school absenteeism.
5. Support multisector collaborative efforts that increase behavioral health access.
6. Provide grant funding and in-kind support to increase awareness and access to services.
7. Work in collaboration with community agencies to address the impact that the social determinants of health and health equity have on accessing behavioral health services.

Anticipated Impact

- Increase the availability of mental health and substance use services in community settings through collaboration with community partners.
- Improve screening and identification of mental health and substance use needs.
- Improve coordination among providers and community resources and programs.
- Increase awareness of the impact that social determinants of health and health equity have on children with behavioral health issues.

Planned Collaborative Partners

- Asian American Drug Abuse Program
- ChildNet Youth and Family Services
- City of Long Beach Office of Equity
- Los Angeles County Department of Mental Health
- Los Angeles County Department of Public Health
- Long Beach Department of Health and Human Services
- Long Beach Multi-Service Center
- Long Beach Police Department Homeless Assistance Project
- Long Beach Unified School District
- Mental Health America of Los Angeles
- NAMI – National Alliance on Mental Illness
- Pacific Asian Counseling Services (PACS)
- SPIRITT Family Services
- Stars Behavioral Health Group

- TCC Family Health
- The Guidance Center
- The LGBTQ Center of Long Beach
- YMCA of Greater Long Beach
- Young Horizons Child Development Center

Chronic Diseases

Goal: Reduce the impact of chronic diseases on health and increase the focus on chronic disease prevention and treatment education.

Strategies

1. Offer health education workshops and presentations on chronic disease prevention, treatment, and management, including physical activity, exercise, and nutrition.
2. Participate in health and wellness fairs and offer preventive screenings.
3. Provide public health education in the media and community health awareness events to encourage healthy behaviors and prevent chronic diseases.
4. Provide support groups to assist children and their families with chronic diseases.
5. Continue work through the Long Beach Alliance for Children with Asthma, which provides education, clinician training, community health workers, and advocacy related to asthma in the greater Long Beach community.
6. Provide care for children with chronic diseases and disabilities through the Outpatient Specialty Center at Miller Children's & Women's Hospital Long Beach - a California Children's Services (CCS) approved Special Care Center.
7. Provide grant funding and in-kind support for chronic disease prevention and treatment.
8. Work in collaboration with community agencies to address the impact that the social determinants of health and health equity have on children with chronic diseases.

Anticipated Impact

- 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.
- Increase awareness of the impact that social determinants of health and health equity have on chronic disease.

Planned Collaborative Partners

- American Cancer Society
- American Diabetes Association
- American Heart Association
- American Lung Association

- City of Long Beach
- City of Long Beach Office of Equity
- Department of Health Care Services, California Children's Services (CCS)
- Healthy Active Long Beach
- Long Beach Alliance for Children with Asthma
- Long Beach Department of Health and Human Services
- School districts
- TCC Family Health
- Walk Bike Long Beach
- YMCA of Greater Long Beach

Pregnancy and Birth Outcomes

Goal: Improve the health of new mothers and their babies through preventive and post-partum practices.

Strategies

1. Provide health education and support group services for new and expecting mothers.
2. Support breastfeeding initiatives for new and expecting mothers.
3. Provide public health education in the media and community health awareness events to encourage healthy behaviors in pregnancy and in the post-partum period.
4. Track birth outcomes in partnership with infant health programs.
5. Continue providing education and other services to mothers and babies as part of the Welcome Baby program.
6. Provide grant funding and in-kind support to improve birth outcomes.
7. Work in collaboration with community agencies to address the impact that the social determinants of health and health equity have on pregnancy and birth outcomes.

Anticipated Impact

- Increase access to supportive services for new and expecting mothers.
- Increase rates of breastfeeding.
- Improve birth outcomes.
- Increase awareness of the impact that social determinants of health and health equity have on pregnancy and birth outcomes.

Planned Collaborative Partners

- Best Start Central Long Beach
- Black Infant Health Program
- Cambodian Association of America
- City of Long Beach
- City of Long Beach Office of Equity

- Family Resource Center Network of Los Angeles County
- First 5 LA
- For The Child
- Harbor Regional Center
- Home Visitation Collaborative Partnership
- Long Beach Breastfeeds
- Long Beach Department of Health and Human Services
- Long Beach Forward
- Long Beach Unified School District
- Regional Hospital Breastfeeding Consortium
- TCC Family Health
- United Cambodian Community
- Welcome Baby Program
- Women, Infant and Children (WIC) program

Preventive Practices

Goal: Improve community health through preventive health practices.

Strategies

1. Provide free health screenings.
2. Provide vaccines in the community (COVID-19 and flu).
3. Provide education and resources focused on healthy living and disease prevention.
4. Provide public health education in the media and community health awareness events to encourage healthy behaviors and promote preventive health care.
5. Reduce injuries and accidents among children by providing safety programs, bicycle helmets and car seats.
6. Provide grant funding and in-kind support to increase/expand preventive health services.
7. Work in collaboration with community agencies to address the impact that the social determinants of health and health equity have on children's access to preventive practices.

Anticipated Impact

- Increase availability and access to preventive care services.
- Increase compliance with preventive care recommendations (screenings, immunizations, and injury prevention).
- Increase awareness of the impact that social determinants of health and health equity have on access to preventive practices.

Planned Collaborative Partners

- Black Infant Health Program

- Cambodian Association of America
- City of Long Beach
- City of Long Beach Office of Equity
- Injury Prevention Alliance of Los Angeles County
- Junior League of Long Beach
- Latinos in Action
- Long Beach Abuse and Neglect Network (LBCANN)
- Long Beach Alliance for Children with Asthma
- Long Beach Department of Health and Human Services
- Long Beach Early Intervention Council
- Long Beach Forward
- Long Beach Multi-Service Center
- Long Beach Unified School District
- Los Angeles County Department of Public Health
- Planned Parenthood
- Safe Long Beach
- Safety Belt Safe
- Suspected Child Abuse and Neglect Partnership
- TCC Family Health
- The LGBTQ Center of Long Beach
- United Cambodian Community
- Walk Bike Long Beach
- Walk Long Beach
- Welcome Baby Program
- YMCA of Greater Long Beach
- Young Horizons Child Development Center

Evaluation of Impact

MCWH is committed to monitoring and evaluating key initiatives to assess the programs and activities outlined in this Implementation Strategy. We have implemented a system for the collection and documentation of tracking measures, such as the number of people reached/served, and collaborative efforts to address health needs. In addition, through our grants program, we track and report program outcomes. An evaluation of the impact of MCWH's actions to address these significant health needs will be reported in the next scheduled CHNA.

Health Needs the Hospital Will Not Address

Since MCWH cannot directly address all the health needs present in the community, we will concentrate on those health needs that can most effectively be addressed given our areas of focus and expertise. Taking existing hospital and community resources into

consideration, MCWH will not directly address the remaining health needs identified in the CHNA, including: economic insecurity, overweight and obesity and violence prevention.