Office of the President

TO MEMBERS OF THE HEALTH SERVICES COMMITTEE:

DISCUSSION ITEM

For Meeting of June 15, 2022

UC LOS ANGELES HEALTH SCIENCES STRATEGY, LOS ANGELES CAMPUS

EXECUTIVE SUMMARY

University of California Los Angeles (UCLA) is dedicated to research, education, and public service, which includes a major focus on biomedical research, graduate-level education in the life sciences and health professions, and excellence in patient care. UCLA's patient care mission is carried out through the UCLA Health System, comprised of its hospitals, comprehensive network of clinics, and other clinical service locations throughout Southern California, integrated with the David Geffen School of Medicine at UCLA (DGSOM). Collectively, the UCLA Health System and the DGSOM comprise UCLA Health. The UCLA Health System provides financial support to the public and academic missions, subsidizes care for vulnerable populations and the underinsured, and advances greatly needed health equity and behavioral health initiatives. Through the execution of its strategic plan, UCLA Health has evolved from stand-alone hospitals to an integrated health system providing access to a comprehensive array of services throughout Southern California. Additionally, UCLA Health has developed partnerships and affiliations with other healthcare providers – local, national, and international – to improve and enhance care for the benefit of the communities it serves. The DGSOM is ensuring that academic medicine continues to thrive at UCLA by fostering interdisciplinary, diverse, team-based education and research that brings the most impactful discoveries to patient care and the community.

UCLA Health's strategic plan, refreshed in 2017 and reconfirmed in 2021, highlights the need to increase capacity and access in an increasingly competitive healthcare market, address the most complex care needs of patients, optimize investments made in the execution of its growth plan and community footprint, and pursue patient-centered improvements and innovations. While the UCLA Health System is uniquely positioned to succeed as market demand grows, it is critical for it to optimize its existing infrastructure through operational improvements that improve access, particularly with regard to extremely limited inpatient bed capacity. The UCLA Health System continues to have a strong demand for its inpatient and outpatient care and is ranked #1 in California, #1 in Los Angeles, and #3 in the nation in *U.S. News & World Report*'s "Best Hospitals" rankings for 2020-21.

DGSOM continues to rank among the nation's best medical schools. Medical school admission and residencies remain highly competitive. The school is consistently among the top in the

nation in research funding. To continue to be able to fulfill the mission of delivering leading-edge patient care, research, education, and community engagement, UCLA Health must address local competition for top-tier faculty, clearly define the role and expectations of faculty, and identify opportunities for promoting and rewarding scholarly and discovery activities. Additionally, there are opportunities to secure philanthropy for theme-based translational research, augment the discovery-to-product pipeline, and enhance physician-scientist training.

BACKGROUND

The UCLA Health System is a self-sustaining enterprise that must generate sufficient revenues to support its operations, including meeting the growing community demand for care, training physicians and other health professionals, supporting medical research, providing care to medically and financially underserved patients, and building and maintaining facilities to serve the diverse needs of patients. These activities are fundamental to the success of the DGSOM and all missions. This integration also creates synergies that help advance the health sciences and better position the enterprise for success in research funding and philanthropy.

Additionally, sufficient revenues are required to maintain UCLA Health as an employer of choice, which is particularly important to effectively respond to the COVID-19 pandemic and the enormous demands on staff and competition for top-tier faculty. The success of these efforts, foundational to the UCLA Health System's strategy, is noted in various high-profile awards and rankings, including:

- Best Employer for Diversity by *Forbes* (#4 in health, #4 in CA, and #26 in the nation)
- Best 100 Hospitals to Work for by *Hospital Careers* (#7 in the nation)

As a clinical delivery system, serving a large volume of patients is fundamental to generating the revenue that is necessary to financially support the tri-partite missions. Although Los Angeles County has a population in excess of ten million, it is an extremely competitive and an increasingly consolidating health care market. Examples of these market pressures include the growing presence of Kaiser—a closed network that controls the entire spectrum of care, the growing number payors developing narrow networks that seek out the lowest priced providers with limited focus on quality, and a growing share of patients insured through lower-paying government programs. Lastly, select competitors are becoming increasingly aggressive in growing patient volumes, investing in services, and recruiting talent.

Local competition also affects the DGSOM. Recently, there have been extensive efforts from local and regional medical schools and health systems to recruit entire units of UC faculty and staff. While these efforts were unsuccessful, DGSOM remains concerned and aware of the need to increase efforts to retain our top-tier faculty and staff.

As a result of these market pressures, UCLA Health's ability to continue investing in its academic and public missions is inextricably linked to a balanced payer portfolio that maintains financial viability, increased patient encounters across all payers, and increased delivery of complex care. Increased encounter volume both optimizes UCLA Health's growing ambulatory network and can help generate additional revenue critical to maintaining financial viability.

Additionally, through careful planning and leadership, the UCLA Health System has been able to substantially grow its commitment to serving low-income populations and filling critical gaps in community access. The Medi-Cal hospital services have increased by over 60% from $394 million in 2017 to $642 million in 2020. The losses related to these services total over $150 million and UCLA Health remains committed to covering those costs. During the same period, hospital days grew by over 30%--the highest growth of any payer--and hospital visits more than doubled.

Notwithstanding the competitive market pressures, the UCLA Health System has grown total operating revenue from $3.64 billion in FY 2016 to $5.69 billion in FY 2021. This includes current hospital admissions of 35,617 and total ambulatory visits of 4,815,786 in FY 2021. While the UCLA Health System offers all medical specialties and diagnostics, it is important to note that the focus remains on care that is limited or often unavailable in the competitive market, such as behavioral health or tertiary and quaternary care. Additionally, the UCLA Health System has focused on excellence across the enterprise, including the highest quality care in its hospitals and medical group, research, nursing, the patient experience, and information technology. This effort is foundational to UCLA Health's strategy and is illustrated by various high-profile awards, rankings, and designations, including:

- Ranked #1 in California, #1 in Los Angeles, and #3 in the nation in *U.S. News & World Report*'s "Best Hospitals" rankings for 2020-2021
- Magnet designation for nursing excellence, the highest rating possible from the American Nurses Credentialing Center
- Recognized for high "likelihood to recommend" rankings and exceptional patient-satisfaction scores by Hospital Consumer Assessment of Healthcare Providers and Systems
- Medical group awarded top honors in performance by the Integrated Healthcare Association
- Medical group accredited as a Patient-Centered Medical Home (PCMH), a standard for excellence in ambulatory patient care, by the Centers for Medicare and Medicaid Services recovery audit program
- Ranked #3 on *Forbes*' list of top 27 most diverse hospitals
- Earned the "LGBTQ Health Care Equality Leader" designation from the Human Rights Campaign Foundation's annual Healthcare Equality Index that evaluates policies and practices related to equity and inclusion of LGBTQ patients, visitors, and employees
- Ronald Reagan UCLA Medical Center (RRUCLA) ranked #9 on *Newsweek*'s World Best Hospitals 2022 list
- Recognized by *Newsweek* as one of the World's Best Specialized Hospitals, earning accolades in cardiology, oncology, endocrinology and infection prevention
- Recognized by *Healthgrades* in its 2021 America's 100 Best Hospitals for specialty care rankings. RRUCLA earned recognition for superior patient outcomes in stroke care, and UCLA Santa Monica Medical Center in pulmonary care.
- One of only 14 (out of 102 academic medical centers) in the 2020 Vizient Quality, Safety and Accountability Scorecard to achieve Best Performer Status and a five-star quality ranking

- UCLA Santa Monica Medical Center's neonatal intensive care unit was the only one in California and among only a handful in the nation awarded the gold-level Beacon Award of Excellence from the American Association of Critical-Care Nurses
- Earned the highest medical technology designation available in the area of analytics from the Healthcare Information Systems Society (HIMSS)

UCLA HEALTH SCIENCES

The UCLA Health System is comprised of all components related to delivering patient care–hospitals, clinics, and the faculty practice group. UCLA Health is comprised of the UCLA Health System and the DGSOM. The broader UCLA health sciences includes UCLA Health plus the UCLA School of Nursing, the UCLA School of Dentistry, and the UCLA Fielding School of Public Health. These latter three schools have separate reporting structures at UCLA.

David Geffen School of Medicine

On October 19, 1945, the University of California Board of Regents voted to establish a medical school as part of UCLA. In 2002, Mr. David Geffen announced a $200 million unrestricted endowment for the school and the school thus was named. The endowment enables the school to compete in perpetuity with the finest medical institutions in the world for outstanding faculty regardless of the economic climate, to provide critical financial support to enroll the finest students regardless of need, and to develop forward-looking research and clinical programs.

There are six main strategic priorities spanning DGSOM mission areas, including: ensuring academic medicine continues to thrive; fostering interdisciplinary efforts; increasing financial transparency; transforming DGSOM culture; enhancing mentorship and leadership to promote equity, diversity, and inclusion; and elevating DGSOM's communication to promote transparency, collaboration, and mission-connectedness.

The School of Medicine has organized its strategic goals within thematic pillars that reflect its vision, mission, and core values as they relate to teaching, research, and service: excellence in education; impactful public health research; and effective partnerships with communities and organizations.

DGSOM continues to rank among the nation's best medical schools and medical student admissions, and residencies remain highly competitive. The school is consistently among the top in the nation in research funding.

- DGSOM is #2 in awarded NIH research grants. In FY21, DGSOM was awarded more than $940 million in total research grants/contracts, including $559 million from NIH.
- Two DGSOM faculty have been recently honored with the Lasker Awards, widely regarded as America's top biomedical research prize. Physician-scientist Dr. Dennis Slamon, professor and chief of hematology/oncology at the David Geffen School of Medicine at UCLA, was awarded the 2019 Lasker-DeBakey Clinical Medical Research Award for the groundbreaking development of breast cancer drug Herceptin (trastuzumab), a lifesaving therapy for women with HER2-positive breast cancer.

Michael Grunstein, a distinguished professor of biological chemistry at the David Geffen School of Medicine, was awarded the 2018 Albert Lasker Basic Medical Research Award for his groundbreaking research on gene expression.

- UCLA faculty are often elected to the National Academy of Sciences in recognition of their distinguished and continuing achievements in original research. In 2022, E. Dale Abel, M.D., Ph.D., William S. Adams Distinguished Professor of Medicine, Chair and Executive Medical Director of the Department of Medicine, David Geffen School of Medicine and UCLA Health, was elected to the National Academy of Sciences in recognition of his distinguished achievements and contributions to endocrinology and cardiology. In 2021, DGSOM had four faculty members elected to the National Academy of Medicine.
- Placed in the top 20 in research and primary care by *U.S. News & World Report*
- Listed as top 15 in five of eight specialties by *U.S. News & World Report*
- DGSOM is #14 Most Diverse Medical Schools by *U.S. News & World Report*
- DGSOM excels at moving discoveries to clinical benefit. There have been 14 FDA-approved drugs for cancer discovered by UCLA faculty.

To continue its ability to fulfill the mission of delivering leading-edge patient care, research, education, and community engagement, DGSOM must address local competition for top-tier faculty, clearly define the role and expectations of faculty, and identify opportunities for promoting and rewarding scholarly and discovery activities. Additionally, there are opportunities to secure philanthropy for theme-based translational research, augment the discovery-to-product pipeline, and enhance physician-scientist training.

UCLA School of Nursing

The UCLA School of Nursing (SON) was founded in 1949 and offers Bachelor of Science, Master of Science in Nursing, Masters Entry Clinical Nurse, Master of Science in Nursing Advanced Practice, Doctor of Philosophy, and Doctor of Nursing Practice degrees. The SON strategic plan is built around five interlinked pillars of excellence: academic programs; research and scholarship; diversity, equity and inclusion; community engagement; and sustainability.

UCLA School of Dentistry

Since the UCLA School of Dentistry's inception in 1964 its focus has been on achieving and maintaining excellence in four areas: comprehensive dental education, cutting-edge research, quality patient care, and a shared commitment to community service. The School of Dentistry prioritizes four key strategic imperatives: prepare students to deliver person-centered care in an integrated health care delivery system; lead digital transformation of dental education and oral health; lead in scholarship, innovation, and research; and create a culture of openness, trust, and fairness, guided by the UCLA School of Dentistry's core values, leading to an inclusive environment of dialogue and engagement.

UCLA Fielding School of Public Health

Founded in 1961, the UCLA Fielding School of Public Health aims to build health and equity, and to drive positive change for all people. This mission is enacted through initiatives in three core areas: education, discovery, and service. In each of these realms, the UCLA Fielding School of Public Health affirms its commitment to developing leaders and evidence-based solutions, and to working in partnership with communities to promote health and well-being in ways that are innovative, respectful, and inclusive.

UCLA HEALTH

The success of UCLA Health is predicated on a world-class medical school, an integrated health system, and a comprehensive approach to care. In order to address the market challenges and execute its missions, it must work cohesively as an integrated delivery system providing the totality of patient care in the right setting at the right time. The four UCLA hospitals, ambulatory network, faculty practice group, the DGSOM, and a comprehensive array of support services and infrastructure together form an integrated delivery system.
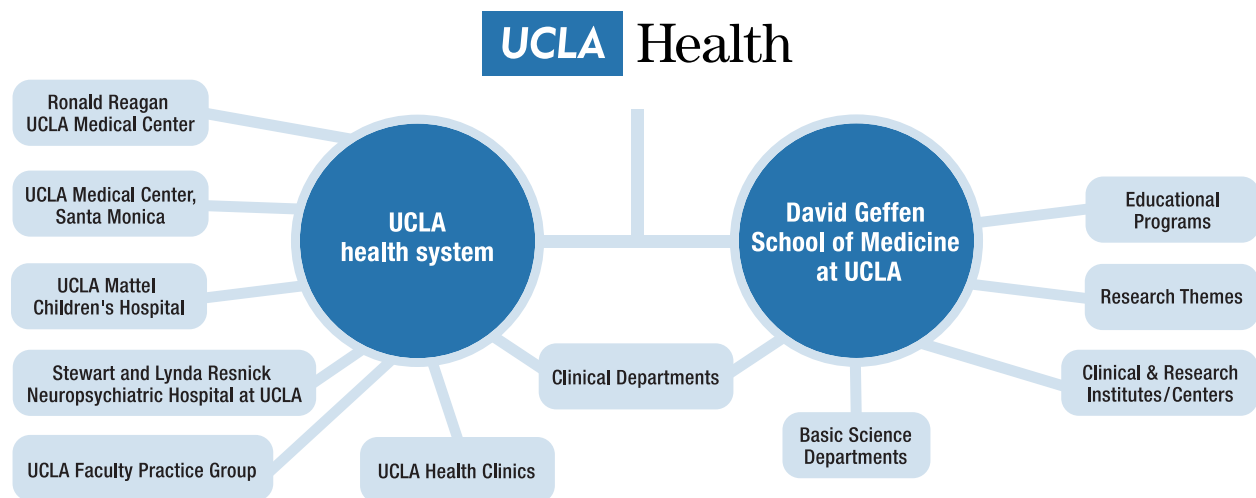
UCLA Health operates licensed bed facilities at the 446-bed Ronald Reagan UCLA Hospital in Westwood, which includes the UCLA Mattel Children's Hospital, the 281-bed UCLA Santa Monica Hospital in Santa Monica, and the 74-bed Resnick Neuropsychiatric Hospital at UCLA (RNPH) in Westwood. UCLA Health also operates over 200 primary and specialty care clinics on the hospital campus sites and in convenient locations throughout Southern California.

UCLA Health hospitals serve as the principal teaching sites for the DGSOM at UCLA. The investment in training helps ensure an exceptionally well-prepared cadre of physicians who can care for the next generation of Californians and beyond. While consistent with UCLA's mission to teach, it is important to note that in a highly competitive market, these activities require

additional investment and also raise the caliber of competition, as well-trained physicians secure employment at competitive delivery systems.

UCLA Health offers comprehensive care, from routine to highly specialized medical and surgical treatment. RRUCLA is known for its wide range of tertiary and quaternary care offerings, including Level I trauma care, regional neonatal and pediatric intensive care units, neurosurgery/neurology and comprehensive stroke center, comprehensive cancer care, blood and marrow transplantation, and solid organ transplantation. RRUCLA was the highest volume solid organ transplant center in the nation in FY21. UCLA Santa Monica Medical Center also serves the teaching and research missions while meeting the health care needs of the community. RNPH is one of the leading centers for comprehensive inpatient psychiatric patient care, research, and education in mental and developmental disabilities and offers a full range of treatment options.

Because the UCLA Health System provides a full spectrum of services, it is able to attract the volume and diversity of patients necessary to meet its educational, clinical, research and community engagement missions.

STRATEGIC REFRESH & CADENCED LEADERSHIP RETREATS

UCLA Health's strategic plan is designed to protect and enhance the full spectrum of its missions and pursue further health system integration that provides leading-edge primary, secondary, tertiary, and quaternary care. Additionally, the plan positions UCLA Health to expand access, improve quality of healthcare for the community, and address meaningful gaps in care. This includes a strengthened commitment to anti-racism and anti-bias principles to advance equity and justice for staff, patients, and community, addressing health disparities, and increasing mental health care access.

Beginning in 2017, through a strategic plan refresh, the enterprise has assessed performance compared to regional and national peers, developed updated all-mission goals supportive of the enterprise vision, and assessed the sufficiency of current strategies against the proposed goals. These activities are periodically re-examined, most recently at a leadership retreat in late 2021.

The strategic refresh process yielded a set of insights to further strengthen the UCLA Health System and DGSOM goals.

Size and Scale

The Strategic Plan Refresh indicated that the health system is undersized to support its missions. Size and scale are important in an increasingly competitive market to capture patient volumes, maintain a good payer mix, fill the hospitals and physician panels, and prepare for population health in the future. Consequently, the health system has been investing heavily in community ambulatory growth and has developed an impressive footprint. Additionally, the UCLA Health System consistently assesses its growth, pursues operational activities to optimize investments and carefully map out future additional investments to fill gaps and meet the UCLA Health System's goals.

Behavioral Health Needs

Mental health is the most urgent unmet need in Los Angeles County. UCLA Health has committed to significant investment—-likely well over $400 million in the near term—-in developing a new behavioral health campus at Mid-Wilshire. This project, approved by the Regents in 2020 and 2021, will help meet the shortage of these essential services in LA County. With the addition of this campus, UCLA Health will grow the world-class Resnick Neuropsychiatric Hospital, expand outpatient access to behavioral health care, and enable growth in adult critical care.

Equity and Diversity

UCLA Health strengthened its commitment to anti-racism and anti-bias principles to advance equity and justice for staff and patients, becoming one of the first health care systems in the country to fund an Office of Health Equity, Diversity, and Inclusion.

LOOKING TOWARD 2030

As an academic health system, UCLA Health's strategic plan is designed to enhance its missions—-from education and research, through clinical care and community engagement—-and deepen the organization's commitment as an integrated health system that provides leading-edge primary, secondary, tertiary, and quaternary care.

UCLA Health is committed to acting on the promise of healthcare reform that expands coverage, provides greater accessibility, and improves the quality of healthcare for all patients. As a leading public institution, the UCLA Health System is committed to providing the right care in the right setting to the right patient at the right time and for the right cost. UCLA Health will partner with organizations equally committed to achieving economic and population health in all communities, and embraces the challenge of today's healthcare market by providing exceptional care and patient experience to those who choose UCLA Health for their healthcare needs.
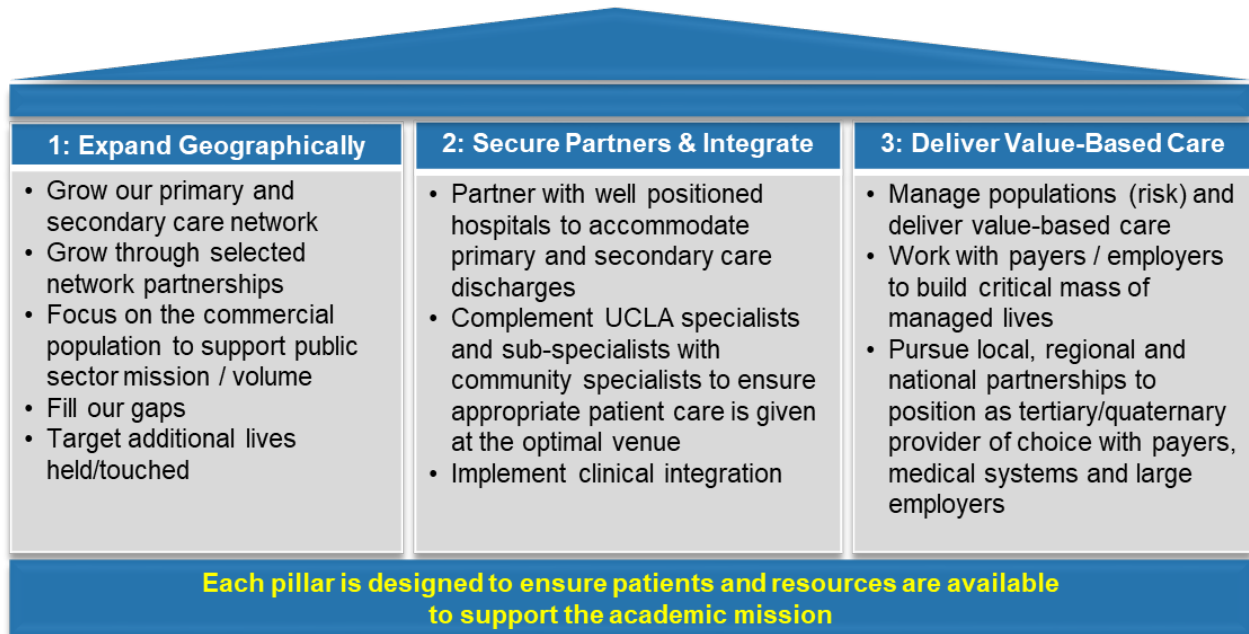
Organization to Provide Optimum Patient Safety and Service Excellence, and to Prepare UCLA Health for its Responsibilities to Serve as a Large Academic Integrated Health System
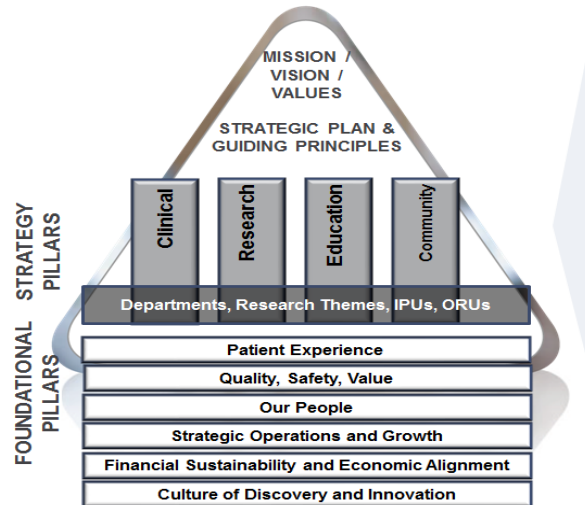
The COVID-19 pandemic has not changed UCLA Health's strategy; instead, it has reinforced and expedited the direction the organization was already moving in. Additionally, the following market factors are driving the strategy: inpatient complexity is expected to increase; and high inpatient growth in tertiary cases, particularly procedural admissions, is expected through 2029. While the UCLA Health System has the highest mix of tertiary discharges compared to its local competitors, potential for growth is evident across all large competitors. Therefore, optimizing use of scarce hospital capacity, expeditiously executing the inpatient Mid-Wilshire expansion plan, and securing other market-based expansion opportunities is essential.

Size and scale are important in an increasingly competitive market to capture patient volumes, maintain a healthy payer mix, fill hospitals and physician panels, and prepare for the shift to value-based care, including population health. Developing a larger revenue base will allow the UCLA Health System to maintain profitability, albeit at lower margins. Profitably on the clinical portion of the mission is critical to fund and support the education, research and community engagement missions.

Unique characteristics within a rapidly changing marketplace and limited access to capital, provide a time-limited opportunity to reduce expenses, increase aggregate margin, and seek alternative revenue sources. Delivering key growth initiatives is predicated on system integration and it is more critical than ever to optimize the existing infrastructure, current investments, and current footprint.

1: Expand Geographically	2: Secure Partners & Integrate	3: Deliver Value-Based Care
• Grow our primary and secondary care network • Grow through selected network partnerships • Focus on the commercial population to support public sector mission / volume • Fill our gaps • Target additional lives held/touched	• Partner with well positioned hospitals to accommodate primary and secondary care discharges • Complement UCLA specialists and sub-specialists with community specialists to ensure appropriate patient care is given at the optimal venue • Implement clinical integration	• Manage populations (risk) and deliver value-based care • Work with payers / employers to build critical mass of managed lives • Pursue local, regional and national partnerships to position as tertiary/quaternary provider of choice with payers, medical systems and large employers

Each pillar is designed to ensure patients and resources are available to support the academic mission

The Pillars of the UCLA Health System's Growth Strategy

Expand geographically

Continued success requires executing tertiary and quaternary volume initiatives, optimizing ambulatory network utilization, and filling delivery gaps. UCLA Health is well positioned for anticipated outpatient trends given its ambulatory investments and needs to execute its current portfolio of initiatives.

Common market refrains for ambulatory growth are variable, but form a critical backdrop for success:
- Promote integrated health system and hospital(s)/networks and/or backfill hospital revenue pressures
- Partnering with affiliates and Federally Qualified Health Centers (staffed by UCLA Health) to expand primary care for Medi-Cal patients
- Address access gaps
- Continue to work with LA Care to improve outpatient specialty clinic access for Medi-Cal
- Improve access to care for UCLA employees, with clinics closer to where employees reside
- Prepare for transition to population health and risk delivery models
- Promote limited risk payment arrangements

Unique ambulatory characteristics:
- Non-hospital, community-based distributive model
- Wide geography
- Viable payer mix
- Leverages complex specialty services (oncology, imaging, etc.)
- Expanded community surgical services and procedures
- Expanded population health manager capacity

- Expanded regional destination specialty care
- Supports national and international destination for complex care and services
- Robust professional and technical medical group infrastructure

Deliver value-based care to better manage patient populations and risk and provide equitable access

Recognizing and managing the tension between tertiary and quaternary-focused inpatient capacity and population health-focused ambulatory expansion also requires pursuing new alternatives. Value and affordability are significant drivers in continuing the UCLA Health System's ambulatory care growth. This is driven both by affordability concerns of large employers and government, as well as recognizing the importance of addressing socioeconomic barriers to care and improving access to clinically vulnerable populations. Where clinically appropriate, services will be shifted to lower cost sites of care—both the UCLA Health System and partners'—with a focus on care coordination. In addition to expanding its geographic footprint, UCLA Health is increasing access to primary and secondary care by leveraging technology, including telehealth visits, as well as remote patient monitoring.

Responsiveness to market pressures, including embracing demand for value, removing barriers to access, and population health will meaningfully impact levels of success. By providing high quality, value-based care UCLA Health seeks to engage with its community and address health inequities.

Health Equity, Diversity and Inclusion

UCLA Health leadership understands that a diverse and inclusive health care workforce and environment results in better care, service, and health outcomes for patients. UCLA Health strengthened its commitment to anti-racism and anti-bias principles to advance equity and justice for staff and patients, becoming one of the first health care systems in the country to fund an Office of Health Equity, Diversity and Inclusion (HEDI) and an executive position. The interim chief was appointed in September 2020, and following a national search, made permanent in April 2021. Priorities of HEDI include ensuring equity among staff, patient access, care and service; cultural humility, anti-racism and bias elimination through organizational learning; supportive clinical environment; and enhanced community service and engagement. These efforts and activities are closely linked and coordinated with parallel efforts in the DGSOM through its Vice Dean for Justice, Equity, Diversity and Inclusion (JEDI).

UCLA Health believes equity is an essential principal that must be incorporated into each part of the organization. By being equity-focused, UCLA Health is taking steps to:

- Build new structures and practices to promote anti-racism, inclusive excellence, and equity for employees.
- Improve the clinical experience of patients through accessibility, cultural humility, and affirming care.
- Invest in the community through education, service, and advocacy.

The UCLA Health System is committed to proactively promoting the elimination of health inequities and addressing social and structural determinants of health across all patient populations. UCLA Health is ensuring equitable access to care by assessing UCLA-specific barriers that prevent patients with Medi-Cal from accessing ambulatory care. To support equitable clinical care and experience, UCLA Health is redesigning patient demographic data collection and reporting. UCLA Health is also focused on creating new programs to screen for food insecurity, housing insecurity, and other sociostructural determinants of health.

As of January 1, 2022, the UCLA Health System has established itself formally as an anchor institution by joining the Healthcare Anchor Network and is actively strengthening community partnerships to support greater economic, social, and physical wellbeing through inclusive hiring, inclusive procurement, place-based investment, and environmental justice.

Within the DGSOM, the core values of justice, equity, diversity, and inclusion are inseparable from the institutional goals of excellence in all tenets of healthcare, research, education, and community engagement. DGSOM is committed to recruiting and retaining outstanding students, residents, fellows, staff, and faculty from diverse backgrounds who represent the communities served by the University of California. In 2020, the DGSOM created the Office of Justice, Equity, Diversity and Inclusion (JEDI) and developed the Anti-Racism roadmap, which outlines the commitments and priorities of the school and the cost of implementation. DGSOM also created the JEDI Academic Mentorship (JAM) Council and Bruin Scholars mentorship program to improve recruitment and retention, among many other efforts to support a diverse culture.

Community Engagement

UCLA Health and the David Geffen School of Medicine at UCLA have been committed to serving the community of greater Los Angeles.

UCLA Health remains an engaged member of its broader community and takes its responsibility for community service seriously. As a leading health system, the UCLA Health System strives to remove barriers in access to health care and support its community through public service.

UCLA Health is committed to supporting patients from all walks of life and to uplifting its community as a socially and culturally responsible academic health system in one of the most diverse cities in the country. It is honored to serve the region through outreach programs and services.

The UCLA Health System Office of Community leads outreach and engagement efforts and collaborates with partners, including the Los Angeles Lakers and Dodgers and their foundations, to more effectively serve the greater Los Angeles community and beyond. The Office of Community envisions a culture in which active community engagement and equitable and accessible health and wellness initiatives are embraced as the UCLA Health System core workplace values, with UCLA Health positioned as the most trusted health care provider across the diverse communities of Southern California.

The DGSOM is actively engaged in the community and delivers support for community-based research, service-learning, service delivery, education, and workforce development. Recent community impact projects include:

- NIH Community Engagement Alliance (CEAL) Against COVID-19 Disparities, consisting of 11 academic-community partnered teams across the state, has reached over 120,000 community members through health fairs, town halls, and other outreach and helped to train more than 300 promotoras/community health workers to share COVID-19 information and resources and counter mis-/disinformation about the pandemic and COVID-19 vaccines and therapeutics.
- Through the Get out the Vaccine Campaign (GOTV), UCLA has partnered with the State of California and 34 community-based organizations across Los Angeles County and the Central Valley to conduct door-to-door canvassing, text messaging, and phone calls, reaching over 7 million individuals, registering more than 75,000 residents for COVID-19 vaccination, and connecting vulnerable families to rental relief, employment assistance, and resources to address food insecurity.
- UCLA developed novel COVID-19 diagnostic technology, called SwabSeq that uses self-collected saliva that provides highly accurate, inexpensive testing. NIH recently awarded $13.3 million for expansion of UCLA's SwabSeq efforts. More than one million tests have been performed to date. SwabSeq serves UCLA, UC Santa Barbara, UC Irvine, LA Unified School District, Pepperdine University, Cal Poly Pomona, and Caltech.
- UCLA ATLAS Community Health Initiative creates a powerful and robust cloud-based clinical and genomic data resource from a diverse sample of at least 150,000 patients across the health system accessible to UCLA researchers for cutting-edge translational research.

Healthcare for the Homeless

On January 10, 2022, the UCLA Health System launched the Homeless Healthcare Collaborative, a direct-in-community program using medically equipped vans to expand access to efficient, equitable, and high-quality health care for people experiencing homelessness in Los Angeles.

Unhoused populations have increased in Los Angeles; every day 227 people become homeless in LA. People experiencing homelessness are more vulnerable to developing serious medical conditions and often cannot access care. The Homeless Healthcare Collaborative is positioned to address these health needs.

UCLA Health's Homeless Healthcare Collaborative vans travel directly to people experiencing homelessness in street, shelter, and interim housing sites. This makes accessing health care as convenient as possible to unhoused people. Services include:

- Medical screenings
- Preventive care and vaccinations
- Primary care

- Continuity care for chronic conditions
- Urgent care
- Primary psychiatric care
- Referrals to housing and social services

Secure partners, alliances, and other collaborations

The UCLA Health System has a history of successful affiliations and partnerships which align with strategic growth initiatives. These activities have been designed to provide meaningful access and support the health system. Meaningful partners include the County of Los Angeles, including the Harbor UCLA and Olive View UCLA Medical Centers; and the Venice Family Clinic. These partnerships enable faculty to also see clinically vulnerable patients at other locations and improve community access.

Additionally, the UCLA Health System has pursued unique affiliations that support the enterprise by ensuring access to all levels of care. Examples include a rehabilitation hospital that provides short term institutional rehabilitative care and a home health agency that helps support care in the home. These activities improve access by decompressing the hospitals and improve quality by ensuring patients are cared for in the most appropriate setting of care.

The UCLA Health System has agreements with well-positioned community hospitals and large medical groups to accommodate primary and secondary care discharges with well-positioned UCLA specialists to ensure the right care is provided at the right setting across the physician enterprise.

Lastly, UCLA Health continues to pursue local, regional, national, and international partnerships, alliances, and collaborations to position itself as the tertiary and quaternary provider of choice, grow its patient base and position the organization for value-based care.

New Capital Projects

Development of Behavioral Health Mid-Wilshire Campus

The state of mental health in Los Angeles County (LAC) is worsening as the number of psychiatric beds and available services remain inadequate. Despite these trends, some Los Angeles County health systems have shuttered their mental health programs in recent years, diminishing resources in the community and further exacerbating the situation. Contributing factors such as homelessness, decriminalization, social determinants of health, the COVID-19 pandemic, systematic racism and the opioid epidemic add increasing layers of complexity and strain on LAC's mental health systems.

In furtherance of is commitment to meeting the need of these essential mental health services in Los Angeles County, the UCLA Health System made a major investment in the community with the purchase of the former Olympia Medical Center property in the mid-Wilshire area of Los Angeles. In 2021, the UCLA Health System launched an initial planning process for a state-of-the-art major facility renovation and is committed to providing access to care for patients who

need services. With the addition of this property, the UCLA Health System will relocate RNPH to the mid-Wilshire campus and expand inpatient and outpatient access to behavioral health care. This will also allow critically needed expansion of adult and pediatric critical care at RRUCLA using the vacated space. Under this plan, the UCLA Health System will add at least 109 beds––and possibly as many as 128 beds depending on UCLA Health Mid-Wilshire's final configuration––to the health system, including at least 75 additional tertiary and quaternary medical and surgical beds at RRUCLA, and at least 34 additional inpatient psychiatric beds at Mid-Wilshire. The acquisition is a cost-effective and timely option for adding much-needed inpatient capacity at RRUCLA and increased behavioral health access for the community.

FINANCIAL SUMMARY

Underpinning the strategic vision is the need for financial viability and sustainability. UCLA Health is a self-sustaining enterprise that must generate sufficient revenues to support its operations, including meeting the growing community demand for care, training physicians and other health professionals, supporting medical research, providing care to the medically and financially underserved, and building and maintaining facilities to serve the diverse needs of its patients.

UCLA Health has done well financially and must maintain financial viability, which creates access to capital to maintain and grow, and supports the ability to provide support to clinical, educational, and research missions.

To achieve this UCLA Health will:

- Create Size and Scale: Growth or alignment without clarity on size, character of the growth, or performance is challenging health care systems, particularly with the growth of Kaiser, the growth of Medi-Cal, pressure from Medicare, and the deterioration of commercial products. Nonetheless, size and scale allow for best responding to significant changes in payers and focus on value.
- Revenue Concentration: RRUCLA is known for its wide range of tertiary and quaternary care offerings. With inpatient complexity expected to increase and high inpatient growth in tertiary Diagnosis Related Groups (DRGs) expected through 2029, UCLA Health is creating capacity for these higher acuity cases and growing inpatient revenue by leveraging existing investments and developing new revenue streams to increase market share.
- Sustaining Excellence: Optimize efficiency gains at one to two percent of existing expense structure planned to reduce cost of care. This includes integration to reduce redundancies, reductions in supply and implant expenses, labor management, and reductions in length of stay to increase volumes.

Key to Acronyms:

DEI	Diversity, Equity and Inclusion
DGSOM	David Geffen School of Medicine at UCLA
GOTV	Get out the Vaccine Campaign

HEDI	Health Equity, Diversity and Inclusion
HIMSS	Healthcare Information Systems Society
JAM	JEDI Academic Mentorship
JEDI	Justice, Equity, Diversity and Inclusion
LAC	Los Angeles County
CEAL	Community Engagement Alliance
PCMH	Patient-Centered Medical Home
RNPH	Resnick Neuropsychiatric Hospital at UCLA
RRUCLA	Ronald Reagan UCLA Medical Center
SON	UCLA School of Nursing