



20
IMPACT REPORT
Looking Forward Together
22



PRESIDENT'S MESSAGE

It's with a great sense of pride that I share the 2022 HASC Impact Report, highlighting our collective accomplishments despite ongoing challenges. We encountered both familiar and new obstacles; however, we continue looking forward together to strengthen the health care system.

We are continuing critically important work as we recover and rebuild from the COVID-19 pandemic – a formidable task on its own. This challenge has been made especially difficult as we continue to encounter new headwinds such as harmful labor-driven city initiatives that threaten to divert our focus from caring for our communities.

HASC, CHA and our advocacy teams are entering 2023 with a keen focus on the political landscape of the 108 Southern California cities that have hospitals within their borders. At the same time, we're focusing on myriad issues that have only worsened in recent years, such as hospital throughput, workforce shortages, reimbursement and health disparities, and the list goes on.

While the challenges are many, it's also important to acknowledge and celebrate the past year of collective successes. These accomplishments have a direct and significant positive impact on all our members and your ability to care for your patients, communities and employees.

Our hospital leaders are among the most competent, talented, engaged and knowledgeable individuals around. You approach crisis with poise and meet opposition with solutions. That is why I'm proud to be a part of such an esteemed group of leaders and why I'm honored to stand side by side with you to protect and improve health care in Southern California.

Stay healthy, stay safe and stay strong.

George W. Greene
President/CEO, HASC

**“We are continuing
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BY THE NUMBERS



176 6

Total Hospital Members Counties

41 15

Associate Members Endorsed Business Partners

\$383 Million

Annual Savings from Defeating or Delaying Minimum Wage Measures



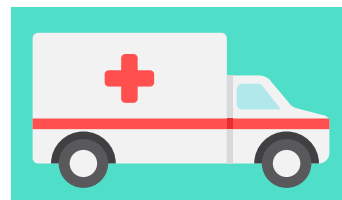
59

Training Programs to Develop and Enhance Leadership Skills in the Health Care Workforce



\$9.8 Million

In Cost Savings to the Health Care System Through Recuperative Care (NHF)



\$2.9 Million

Awarded to NHF from Providence Holy Cross to Support Mobile Clinics

ADVOCACY



COVID-19: HASC continued providing a forum for hospital executives to directly dialogue with Emergency Medical Services (EMS), hospital leaders and departments of public health (state and county) on disease conditions and response efforts in the field, including COVID-19, flu, respiratory syncytial virus (RSV), monkeypox and other communicable viruses that significantly impact the region's health care delivery system.

As winter approached, respiratory illnesses such as flu, RSV and COVID-19 increased in case numbers and hospitalizations. In response, HASC developed a social media toolkit for our members. Our goals were to offer a way for community members to learn how to protect themselves and their children from severe respiratory illness, and to prevent overcrowding in hospitals and emergency departments — ensuring they can continue caring for patients who are most in need.



Ventura County

HASC continued convening hospitals and other stakeholders as needed to address the pandemic's ebb and flow, helping hospitals engage with EMS, the county, SNFs, home health and the state. HASC advocated for a county-run COVID-designated SNF in Ventura County. Staffing was secured from the state and hospitals had a place to discharge COVID-19-positive patients requiring post-acute care.



Vaccine Education and Facilitation

Through a subcontract with Southside Coalition for Community Health Centers, the National Health Foundation (NHF) **provided education to over 1,200 individuals about the COVID-19 vaccine and assisted over 400 individuals with scheduling appointments and receiving vaccinations.** Originally funded through the Health Resources and Services Administration, this subcontract was intended to engage typically hard-to-reach communities such as immigrants, non-native English speakers and households experiencing high levels of poverty.



Pandemic Response and Emergency Planning (PREP) Report: HASC completed the Pandemic Response and Emergency Planning (PREP) report project, which draws from a broad range of perspectives to more fully understand the extraordinary challenges that emerged over the course of the pandemic, identify the unique and best practices, and develop meaningful and actionable recommendations for cross-industry preparedness for future emergencies. In 2023, this report will be rolled out to stakeholders, the media and HASC's hospital members. Our aim is to proactively prepare the health care community and associated stakeholders for future emergencies and large-scale crises.



\$25 Minimum Wage Measures: After months of lobbying city councils, filing referenda, engaging in litigation and other activities, nine of 10 \$25 minimum wage measures have been either defeated outright or delayed until the 2024 ballot, resulting in **estimated annual savings of nearly \$384 million for covered hospitals.** One of two measures on November's ballot was defeated. Four measures have been confirmed for the March and November 2024 ballots, three cities have taken no action, and the Culver City Council rejected an ordinance to establish a minimum wage requirement. HASC, California Hospital Association (CHA) and our campaign team continue to stay actively engaged on behalf of hospitals in the HASC region.



Ambulance Patient Offload Delays (APOD): HASC monitored the ongoing impact of ambulance patient offload delays (APODs) at hospitals in the region and provided critical linkages that support rapport between local EMS agencies, ambulance providers and hospitals.

HASC actively supported CHA in educating regional CalEMSA commissioners about ambulance patient offload time (APOT) challenges and our opposition to recommendations presented to the commission.



Los Angeles County

HASC successfully opposed a draft policy that would have punished some but not all hospitals with high APOT by removing their specialized certifications (stroke, STEMI, trauma, etc.).



Inland Empire

HASC effectively challenged Riverside County Emergency Medical Services Agency's (REMSA) assertion to the Board of Supervisors (BOS) that hospitals should assume fault for APOD. REMSA subsequently acknowledged their failure to allow the hospital industry to provide an alternate perspective about systemic health care delivery challenges contributing to APOD. HASC successfully repaired the breakdown in the alliance with REMSA and educated the BOS about factors contributing to APOD.



Behavioral Health:



Los Angeles County

HASC engaged government stakeholders such as the LA Police Department, LA Fire Department, LA Sheriff's Department, district attorney and LA County Alternatives to Incarceration to work collaboratively with hospitals to address issues of homelessness, mental health services and the criminal justice system.



San Bernardino County

HASC assisted hospitals and county departments of behavioral health (DBH) with troubleshooting issues related to 5150 (adult) and 5585 (minor) patients. HASC continues to encourage hospitals to submit data to the web-based platform for data collection, tracking and reporting of 5150s in San Bernardino County.



➤ **Santa Barbara County**

HASC advocated for additional crisis stabilization services in Santa Barbara County, resulting in county funding for CSU beds at Marian Regional Medical Center.

After many years of advocacy, the County of Ventura **allocated \$7 million to fund the construction of additional crisis stabilization beds** in the eastern county. A site has been selected and prepared to accommodate patients with acute mental and behavioral health needs in 2023.

Working closely with Santa Barbara County law enforcement and the Department of Behavioral Wellness, HASC and regional hospitals identified opportunities to divert individuals with mental health needs away from incarceration and emergency departments. A subgroup was formed to identify the highest utilizers of county mental health services, jail and ERs in order to better address their needs with higher intensity social and mental health services and reduce unnecessary hospital use.



Payers and Finance: HASC continued to advocate on our members' behalf with Medi-Cal managed care plans to ensure timely and accurate payment of claims and to advocate for the most appropriate care interventions under CalAIM. HASC also facilitated multiple forums that included hospital leaders and managed care plan executives, enabling the hospital voice to be heard.

➤ **Orange County**

HASC advocated for a 14-day presumptive eligibility for recuperative care during the transition to CalAIM, thereby reducing patient transfer delays and LOA fees paid by hospitals.

HASC successfully advocated with the Board of Supervisors to maintain its current ordinance related to CalOptima as the Orange County Health Authority. HASC also requested additional information from CalOptima prior to allowing development of a new commercial product on Covered California, the state health exchange. Waiting until the state's redetermination process concludes will ensure CalOptima resources are focused on the necessary administrative functions required to care for patients within the safety net.

HASC supported a local **\$2M allocation from Supervisor Bartlett's office for ARPA relief** to District 5 hospitals, including College Hospital Costa Mesa, Hoag Memorial Presbyterian Hospital, Providence Mission Hospital and Saddleback Medical Center.



Homelessness:

➤ **Inland Empire**

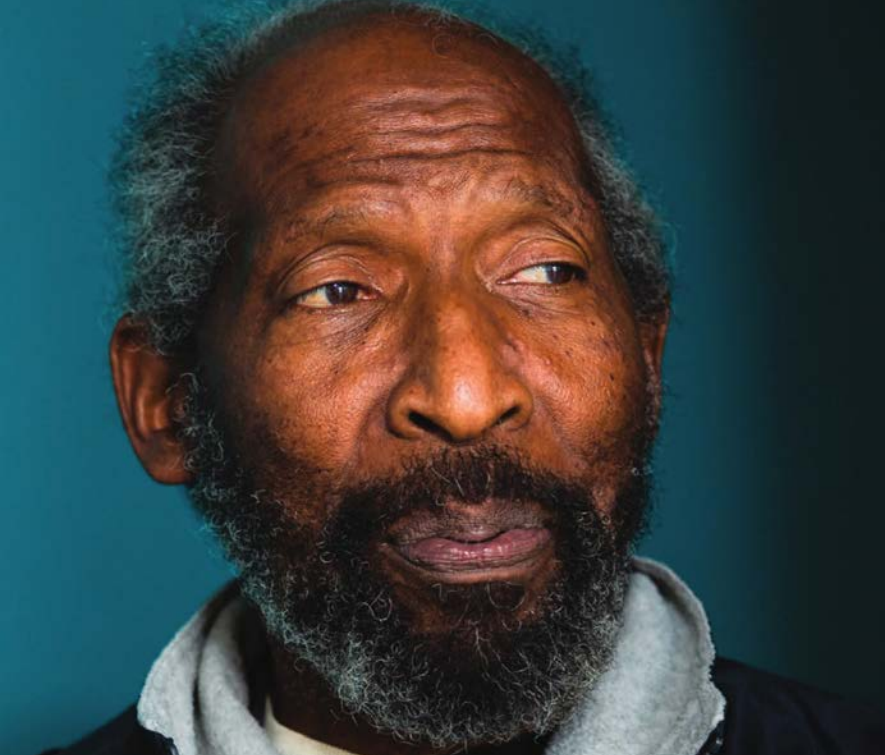
HASC led a coalition against a proposed homeless patient transportation ordinance that threatens to impose punitive fines on Riverside hospitals. The coalition has effectively delayed the ordinance's adoption.

➤ **Ventura County**

Since 2017, Ventura County hospitals have supported HASC's charitable affiliate, National Health Foundation (NHF), to voluntarily fund 12 recuperative care beds. NHF provides a safe discharge from hospitals for homeless patients, offering social services, follow-up care and connections to transitional housing. While providing excellent care to homeless patients, **hospitals also saved an estimated \$2.5 million in unnecessary patient boarding costs in 2022.**

Partnering with hospitals, NHF and Gold Coast Health Plan, HASC brought additional recuperative care beds online during 2022. An additional 20 beds were funded as part of Gold Coast's CalAIM efforts. Hospitals now have access to additional beds for discharging homeless Medi-Cal patients, helping them recuperate in a safe and clean environment while reducing patient boarding and avoiding additional cost.

National Health Foundation



Founded in 1973 as a charitable affiliate of HASC, National Health Foundation set out to conduct research and educational programs related to health care delivery, particularly in hospital settings. Just as the field of public health has evolved over the years, so has National Health Foundation's purpose.

Today, we know that health starts where people live, learn, work and play. NHF is committed to improving the health of under-resourced communities by partnering with residents, local organizations and government entities in order to achieve health equity for all.

NHF's 2022 accomplishments include:

- Education, Training and Research extended NHF's contract to engage young people in developing and evaluating curriculum for the Be a STAR (Successful Teens Acting Responsibly) program through 2023. The program aims to promote positive decision making around sexual and reproductive health (SRH), along with a participatory action research component that guides young people in enhancing their environments to become more supportive of their SRH choices.
- NHF promotoras in the CalFresh Connection program have **reached and educated over 5000 individuals regarding CalFresh food benefits, assisted with 900-plus applications or program referrals, and case managed 190 food-insecure households.**
- Hosted six food distributions through the CalFresh Healthy Living program with the Department of Public Health, **reaching 500-plus households and distributing over 3,000 pounds of fresh produce.**
- Designed and launched NHF's first-ever development plan for FY 2022, **securing over \$4 million** in support.
- **Awarded an unprecedented \$2.9 million grant from Providence Holy Cross** to support mobile clinics for behavioral health and primary care at NHF's Arleta site and for recuperative care at its Pico Union site.
- **Secured groundbreaking foundational support to deepen NHF's Justice, Equity, Diversity and Inclusion (JEDI) programs with a \$200,000 grant from Cedars-Sinai.**
- Named two Regional Vice Presidents of Operations, responsible for overseeing site operations at both the east and west facilities, in October.
- **Saw permanent housing placements increase from 1% to 3.5% at the Pico Union recuperative care site.**

National Health Foundation

(continued)

- The mobile dental clinic provided through Eisner Health, which visits the Pico recuperative care program weekly, is averaging seven guests per visit.
- Saw a significant decrease in 911 calls about guests with behavioral challenges. Staff now utilize other de-escalation methods to re-engage these guests.
- Glendale’s LVN Team has successfully **linked approximately 50% of our guests to a primary care physician and clinic**, strengthening our partnership with our DHS clinic.



Other Advocacy Achievements:



Regionwide

As a result of labor union activity leveraging city councils to affect health care policy, HASC began the process of launching a local advocacy initiative which involves city-level engagement. With the assistance of consultants, HASC aims to build stronger relationships with local city councils, county supervisors and nontraditional stakeholders, such as building trade associations. Additionally, HASC will identify hospital-friendly candidates and political spending strategies.

HASC’s Strategic Communications team launched its **My SoCal Hospitals** campaign in July 2022. Southern California’s hospitals are now facing tremendous financial and staffing challenges – in addition to many other obstacles. Policymakers and the public are largely unfamiliar with the severity of these challenges. Our objectives were to garner support and mobilize a community through a dedicated website (MySoCalHospitals.org) and a campaign that included social media paid advertising, texting campaigns, video and amplification from member hospitals through their channels.



Los Angeles County

HASC successfully opposed a draft policy that would have punished some but not all hospitals with high APOT times by removing their specialized certifications (stroke, STEMI, trauma, etc.).

HASC successfully advocated the Board of Supervisors and LA County Public Works to ensure hospitals were part of the discussion on a proposed ban of plastic food service items. Public Works committed to working with hospitals to develop a supply resource for alternative products that are locally available and economical, and provided a delay in implementation.

Proactively engaging with local elected official candidates in the November 2022 election provide opportunities for candidates to meet hospital leadership throughout LA County, learn about issues facing hospitals, and develop relationships with HASC to establish our role as a resource on health policy and hospital operations.

Engaging with local building trade labor organizations to develop collaborative relationships and support to help insulate our hospitals from additional attack by other labor organizations.

Reaching out to business organizations throughout LA County, including in smaller cities where our hospitals are located, helped establish HASC as a business partner in each jurisdiction and create a coalition of support across the county.

HASC proactively created a voice for hospitals on issues of waste, environment and sustainability, as well as supply chain issues within LA County.

➤ **Orange County**

HASC advised Sheriff Barnes on the formation of the Homeless Death Review Panel. The first of its kind in California, the panel credits HASC, UC Irvine Health and Fountain Valley Regional Medical Center for their forensic contributions to the review of homeless deaths in Orange County.

HASC established an escalation protocol between the Public Defender's office and the OC Regional Center legal counsel to expedite discharges of developmentally delayed patients to more appropriate care settings.

HASC blocked initiation of new EMS fees charged to hospitals. The new fees would have been the first time non-trauma centers were required to pay an assessment by specialty for stroke, cardiovascular and ER designations. Due to HASC's advocacy efforts, the Board of Supervisors deleted the item from its agenda.

HASC proactively engaged with local elected officials through AllHealth support to assuage local minimum wage efforts in Anaheim, Costa Mesa, Irvine, Orange, Huntington Beach and Santa Ana. No additional minimum wage orders have been proposed by ordinance in OC to date.

HASC worked with the Orange County Fire Authority chief to educate the Board of Directors on the limitations for hospital retrofitting of helipads at the four Orange County trauma centers. The financing and procurement of two new Firehawk helicopters for fire suppression originally included the assumption that the trauma centers would undergo facility retrofits. HASC convened the discussion with hospitals and the chief to remove that expectation from the procurement.

➤ **Inland Empire**

HASC successfully supported completion of the 2022 Inland Empire Community Health Needs Assessment (CHNA) for four member hospitals: San Antonio Regional Hospital, Montclair Hospital Medical Center, Redlands Community Hospital and San Geronio Memorial Hospital. HASC continues working with multisector partners including hospitals, IEHP and HC2 Strategies to promote community impact, health equity and dynamic drivers of health based on the CHNA findings.

➤ **Ventura County**

HASC continued engaging hospitals participating in the Caregiver Navigator Pilot Project through regular meetings and acting as a liaison between hospitals and the Ventura County Community Foundation, the project's financial sponsor. The data reflect reduced emergency department utilization and fewer hospital readmissions by patients whose caregivers are active in the project. Additionally, the data demonstrate significant increases in caregivers' trust in their physicians, as well as increased feelings of resiliency to handle difficult caregiving circumstances and marked reductions in anxiety, depression and feelings of being burdened.



HR AND WORKFORCE DEVELOPMENT



Human Resources and Education Services:

➤ **Allied Health Compensation Survey Program**

Compensation Surveys – 377 hospitals across the state participated in the 2022 Compensation Survey Program. These reports are used by hospitals and health systems to help make informed and strategic pay decisions.

Health Care Workforce Survey – The Health Care Workforce quarterly surveys have been fully integrated into the Salarify.org survey platform.

Labor Union Penetration Survey – The collection period for this survey is now year-round. HASC has the capacity to collect up-to-date changes on labor union activity for statewide membership.

➤ **Training and Development**

400 individuals attended 59 training programs designed to develop and enhance leadership skills in the health care workforce.

➤ **Workforce Development**

College to Career Diversity Internship Program (CDIP) – This HASC initiative assisted in placing 20 interns in 12 hospitals. CDIP is a full-time, paid summer internship program that provides diverse, high performing students and recent graduates real-world experience that will lead to successful careers in health care.

Workforce Accelerator Fund 9.0 – In collaboration with the South Bay Workforce Investment Board and Southeast Los Angeles Workforce Development Board, received \$500,000 to train and place 75 individuals from underserved communities. The funding provided financial support to deliver several training courses including the Ambulatory Care Apprenticeship RN Specialty Training program (16 students); Clinical Laboratory Scientist Program (18 students); and Certified Nursing Assistant to Phlebotomy course (19 students). With future cohorts, we expect to complete the goal of training and placing 75 workers by June 30, 2023.

Central Coast Workforce Summit – In July, HASC supported local CEOs in convening health academic leaders, chief nursing officers and chief human resources leaders. The group worked to develop a common understanding of the anticipated demand across health care professions, projected enrollment figures by training institutions and current partnerships, and began discussing how best to meet the growing demand for local health care workers. Over the coming months, HASC will develop a Central Coast Workforce Collaborative to bring together perspectives and complementary needs from across sectors to design and implement effective, sustainable workforce development interventions.

Industry-Recognized Apprenticeship Program (IRAP) – In partnership with Dallas College, the American Society of Healthcare Human Resources and Workcred, HASC successfully launched recruitment efforts for hospitals interested in IRAPs. These programs combine paid work experience with an educational component, resulting in an industry-recognized credential. This grant-funded opportunity is intended to help upskill existing staff and recruit new employees for hard-to-fill positions. Training areas include culinary services, sterile processing, MRI technician and health care supply chain positions, with more programs underway. Five hospitals/health systems are interested in the program and two are in the contracting process.

PATIENT ACCESS SERVICES



In 2022, HASC's Patient Access Services team:

Trained and re-certified 133 hospital staff to conduct Medi-Cal applications via local county portals in Los Angeles and Orange counties.

Migrated 24 Los Angeles Eligibility on Site program participants to the BenefitsCal web-based Medi-Cal application platform in April 2022.

Audited Eligibility on Site program applications from January to September to ensure effective program utilization; **3,743 applications were submitted and 81% approved. Average cost per referral was \$58.**

Facilitated 27 probate conservatorship referrals via HASCs Conservatorship Access Network program.

Coordinated Orange County's Plan of Safe Care meeting and **training for 34 hospital staff to improve the county's processes for infants identified as being born with substance use or withdrawal symptoms.**

Supported Bridges Maternal Child Health Network (BMCHN) hospitals with **1,551 referrals to the Bridges home visiting program**, and another **8,191 referrals for lactation support** and linkages to community resources.

- Provided five BMCHN program onboarding sessions.
- Trained 15 BMCHN hospital staff on updated referral protocol, MCHN services and data management.

Facilitated **distribution of over 10,000 Kits for New Parents educational resources** to new mothers in Orange County.

Assisted 89% of eligible HASC member hospitals to participate in the CABridge Behavioral Health Navigator program, which funds and embeds a bridge navigator in hospital emergency departments.



COMMUNITIES LIFTING COMMUNITIES



Communities Lifting Communities (CLC) was established in 2017 as an initiative of the Hospital Association of Southern California (HASC) to assist hospitals, community clinics, Medi-Cal managed care plans, and community stakeholders, working together with public health departments, to address social determinants of health through effective care coordination and cross sector collaboration.

CLC serves the HASC Region including Los Angeles, Orange, Riverside, San Bernardino, Santa Barbara and Ventura counties. CLC is an affiliate nonprofit organization under HASC. HASC serves as the backbone organization for CLC and provides accounting, contracts management, and other organizational and employment support services.



Advancing Birth Equity



Cherished Futures for Black Moms & Babies (Cherished Futures)

Established in 2019, Cherished Futures is a multi-sector collaborative initiative of CLC, the Public Health Alliance of Southern California and HASC. Cherished Futures aims to reduce Black infant deaths and improve patient experience and safety for Black moms and birthing families in Los Angeles County through a two-year cohort experience that brings together decision-makers from local birthing hospitals, public health departments, health plans, and Black communities to co-design systems-change solutions.

In 2022, the second Cherished Futures collaborative cohort launched with five hospitals participating (Antelope Valley Medical Center, MemorialCare Miller Children's & Women's Hospital Long Beach, St. Francis Medical Center and UCLA Health System), along with 10 Community Advisors and 18 community organizations.

- CLC hosted four convenings with hospital teams, public health, insurance payers and Black women community advisors to deepen knowledge about anti-Black racism and strengthen collaboration and partnerships. Topics included exploring structural racism and ongoing inequities, the role of data in advancing birth and racial equity, strategies for authentic community engagement, and racially equitable models. At the final collaborative convening of 2022, held on Dec. 8, attendees celebrated the progress made and reflected on collective learning.

- CLC hosted coaching calls for each hospital team to support their Cherished Futures journey in May, June, August, September, October and November. These calls provided a forum for technical assistance, continued discussion on convening topics and refinement of next year's implementation plans.
- The implementation plan culminates the 2022 capacity-building year and is intended to support Cherished Futures hospital teams in planning for successful implementation of systems change strategies in 2023. All hospital teams have committed to select strategies related to data and to clinical, institutional and community level interventions.

➤ **Birth Equity for Latinx and Mixtecan Communities in Santa Barbara County**

Expanding on Cherished Futures' success, CLC has conducted a landscape analysis and literature review of birth inequities in this region with Latinx and Mixtecan communities.

- The initial draft shows the largest percentage of residents are Hispanic (45.8%), with an estimated 15,000 to 25,000 Mixtecan.
- Hispanics have the highest birth rates in the region and birth inequities are influenced by access to care, language barriers, cultural insensitivity and financial limitations.
- CLC will work with three birthing hospitals and other key stakeholders to address birth inequities by centering the voices of patients and co-designing a human-centered quality improvement initiative.



Advancing Health Equity in Southern California Communities

In this initiative, CLC works with the Ventura County Community Health Improvement Collaborative and LA Partnership. These regional collaboratives receive technical assistance and coaching in developing an actionable framework in partnership with the Center to Advance Community Health and Equity (CACHE). The Collaborative Action Framework includes leadership education; commitment to participate in the collaborative; aligning, planning and implementing community health initiatives; and assessing collective impact.

➤ **LA Partnership**

CLC worked with the LA Partnership and CACHE to develop a collaborative framework to address housing and homelessness. CLC conducted 20 key informant interviews with leaders in hospitals, community health and case management; social workers; and LA County Department of Public Health staff to learn about current and planned hospital services for people experiencing homelessness. Sample innovations currently in process include:

- Expanding and strategically deploying street medicine teams, offering opportunities for joint advocacy for reimbursement and increased rotation options for GME residents;
- Strategically expanding recuperative care options to ensure coverage and capacity;
- Providing housing solutions, including increasing portable housing, coordinating service strategies and expanding affordable housing plans under consideration by multiple systems; and
- Developing other hospital partnerships, including an education collaborative and data sharing.

A report describing these opportunities and partnerships will be published in 2023. LA Partnership colleagues will meet with hospital leaders in the next two months to secure approval to proceed with formal design of aligned strategies in the program areas and identified subregions.

➤ **Ventura County**

CLC provides project management and facilitation support for activities of the Ventura County Community Health Improvement Collaborative (VCCHIC) and the Ventura County Community Information Exchange (VCCIE).

- VCCHIC continues working with CLC to conduct its 2022 Community Health Needs Assessment (CHNA). Participating agencies were Adventist Health Simi Valley, Camarillo Real, Inc., Community Memorial Health System, Gold Coast Health Plan, St. John's Regional Medical Center (Dignity Health), Ventura County Health Care Agency Community Health Center and Ventura County Public Health.

- VCCHIC’s plans for 2022 include policy and programmatic strategies designed to achieve progress in three priority areas: 1) addressing mental health and substance use across the lifespan, 2) preventing chronic conditions by promoting healthy lifestyles, and 3) advancing equitable access to health care.
- VCCHIC’s community health implementation strategies (CHISs) have been established and participating agencies are currently in the next phase of implementation.
- VCCHIC is collaborating with multiple partners to build a Community Information Exchange (CIE) that can be adopted by participating hospitals and community-based organizations (CBOs) to increase intra- and inter-agency referrals and track high-need clients. In the interest of balancing vital perspectives and ensuring community participation, the CIE Governance Board includes 16 members representing providers, a health plan, government agencies, CBOs and a philanthropic foundation.



Advancing Health Equity and Economic Opportunity Through Regional Collaboration and Health Care Anchor Strategies Initiative

➤ Advancing Health Equity and Economic Opportunity Strategic Plan

CLC and HASC have partnered with the Healthcare Anchor Network (HAN) to develop a three-year strategic plan to support a Southern California regional anchor collaborative. Anchor institutions hire and purchase goods and services within their communities and can help create a more inclusive economy.

- Stakeholder interviews produced information about each anchor institution and surfaced opportunities for collaboration.
- Interviewees collectively understand the need to work further upstream, and that areas such as workforce development and advocacy present opportunities to work together and address community needs. “HASC and CLC are crucial; we need central, organizing work.”
- Strategic recommendations from the landscape analysis and stakeholder interviews focus on three core anchor mission workstreams: workforce development, purchasing and place-based investment. These workstreams will be organized in phases and implemented at the individual hospital, county and regional levels.
- Phase one of the project, “Building the Foundation,” will launch in January 2023 and consist of four educational programs: Anchor Mission 101 (January 31); Inclusive, Local Hiring (March 30); Impact Purchasing (May 31); and Place-based Investment (August 30).

➤ Supplier Diversity

HASC and CLC have partnered to support the development of a regional strategy to advance equity and increase economic opportunity for diverse-owned businesses in Los Angeles County. We will support hospitals in improving their procurement practices to include diverse suppliers and reduce barriers faced by diverse-owned businesses in accessing hospital contracts.

- The Regional Supplier Diversity Committee, established in August, comprises hospital representatives who will help guide CLC and HASC in supporting hospitals through identifying

suppliers that meet diverse classifications (minority, women, LGBT and disabled veteran businesses).

- Efforts will also help hospitals comply with AB 962, which requires hospitals to submit annual reports on efforts to diversify business partners.
- CLC and HASC will host four hospital and supplier networking and engagement events in 2023, with the first one scheduled for Feb. 2 at the California Endowment in Los Angeles.

➤ Fund Development

CLC received federal tax exemption under Section 501(c)(3) of the Internal Revenue Code in July 2021 and is now an affiliate nonprofit organization of HASC.

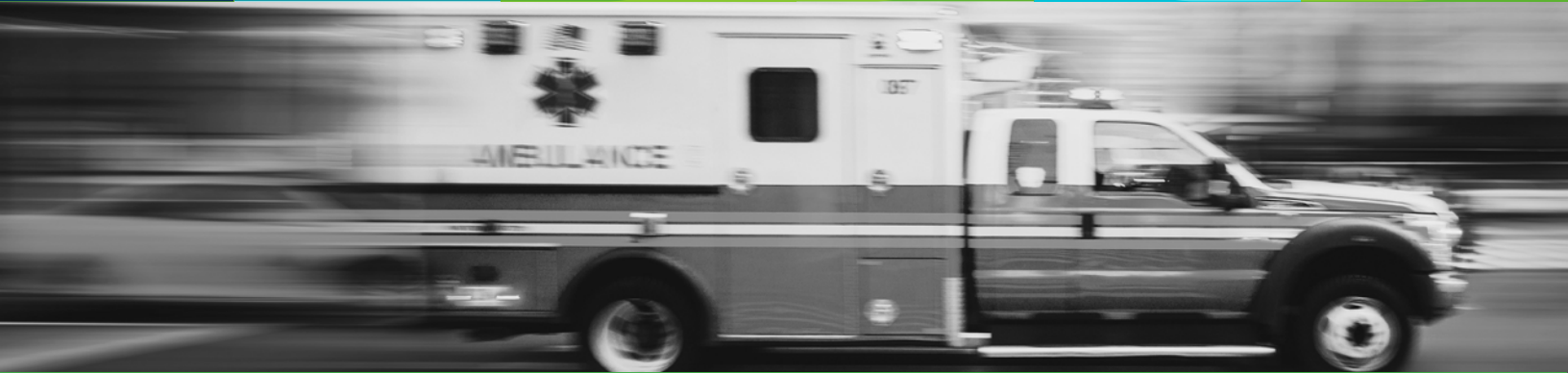
- In 2022, **CLC received \$1,485,000 in funding to support** CLC staff and organizational capacity to plan, implement, evaluate and measure initiatives and projects; engage and educate health care leaders; advance health equity and economic opportunity in communities served; and support the Cherished Futures birth equity initiative.
- In February, CLC engaged Cecily Lerner Consulting to assist with creating a fund development plan and case for support and with grant writing. **Fund development in the amount of \$1.6 million is in process for 2023.**

➤ Board and Advisory Committee

- The CLC Board of Directors meets quarterly to review and approve budget and expenditure reports, guide fund development and stay informed on current and future initiatives and the work of the CLC Advisory Committee. The CLC Board received updates on the Strategic Plan for the Advancing Health Equity and Economic Opportunity Initiative and provided feedback on the proposed workstreams and collaborative structure.
- The CLC Advisory Committee had a change in Committee Chair from Barry Ross, Regional Director, Community Health Investment at Providence St. Joseph Health, to Jonathan Schreiber, VP, Community Engagement at Cedars-Sinai. The committee met quarterly and a CLC Advisory Committee Value of Participation document was shared with members, with an overview of CLC, the committee's purpose and requirements for participation. Presentations and discussions in 2022 covered topics including input on CLC's Advancing Health Equity and Economic Opportunity Initiative strategic plan; the California Advancing and Innovating Medi-Cal (CalAIM) initiative, which aims to transform the Medi-Cal program to be more equitable and person-centered to maximize patients' health; and updates on state and federal health equity legislation and the Centers for Medicare & Medicaid Services' Framework for Health Equity.



REDDINET



ReddiNet®, a service of HASC, is a web-based emergency medical communications system that is used to report hospital, patient and emergency event status. ReddiNet is used by hospitals, EMS, first responders and other health care providers. The system helps save lives by providing critical information in emergencies.

In 2022, ReddiNet enhanced its emergency communications system service by:

- Creating automated reports to be emailed to customers when requested.
- Developing a mobile-friendly version of ReddiNet for Evacuation Module.
- Revising long-term care (LTC) and skilled nursing facility (SNF) bed categories, working with the CAHF and county EMS agencies.
- Adding a new tab was added to the platform to show address/contacts for all facilities participating in the county (i.e., departments of public health, EMS, dispatch, etc.).
- Setting up 10 API interfaces with county CAD and specific software systems such as FirstWatch.
- Upgrading ReddiNet's SignalR platform to improve performance.
- Completing Amazon backup servers in case of issues with accessing Microsoft Azure Cloud Primary on the West Coast or backups in the Central and Eastern zones.

HASC 2022 Annual Meeting

The HASC Annual Meeting is known as the premier, “can’t-miss” gathering of hospital executives in Southern California. This three-day conference brings together hundreds of CEOs, trustees, physician leaders and other stakeholders to network, learn and connect with peers in an idyllic setting. Attendees explore relevant health care topics, innovative business models and case studies with visionary speakers who provoke thoughtful discussion and guide us in evaluating best practices to shape our future. The event also features opportunities for face-to-face ACHE credit.

The 2022 HASC Annual Meeting was held at the Park Hyatt Aviara in Carlsbad, CA, and was **attended by over 370** health care professionals, with **43 sponsors** supporting the event.



Attended by Over

370

43
Sponsors

