

GATEWAYS HOSPITAL
AND MENTAL HEALTH CENTER



Community Benefits Plan
2024

Gateways Hospital 2024 Community Benefits Plan

Introduction: Gateways Hospital 2024 Community Benefits Plan

In accordance with California Senate Bill 697, Community Benefits Legislation, Gateways Hospital & Mental Health Center (Gateways), a private nonprofit hospital, submits this community benefits plan (CBP) for 2024.

California Senate Bill 697 requires as part of the CBP that a nonprofit hospital 1) reaffirm its mission statement to ensure that the policies integrate and reflect the public interest in meeting its responsibilities as a nonprofit organization and 2) adopt and file a CBP documenting its activities to address the needs identified and prioritized in its most recent community health needs assessment (CHNA). The most recently conducted CHNA from 2022 and all subsequent CBPs are posted on Gateways' website, www.gatewayshospital.org.

Consistent with SB 697, this CBP contains the implementation plan from the 2022 CHNA and reports the activities since the CHNA was conducted that the hospital has undertaken to address the identified needs and continue efforts to meet those needs.

Gateways Hospital & Mental Health Center

Gateways was established in 1953 as an independent nonprofit, non-sectarian institution affiliated with the Jewish Federation Council of Los Angeles. Gateways has been a provider of acute behavioral health services in the communities of Silver Lake, Echo Park, and Boyle Heights since 1953, 1961, and 2005, respectively. The majority of the hospital's patients are low income and have serious mental health issues, and a large number are homeless. An acute psychiatric facility that has both involuntary patients and outpatient programs, Gateways staff includes psychiatrists, internists, registered nurses, licensed vocational nurses, psychologists, social workers, and mental health workers, as well as a range of support personnel. Programs offered at Gateways are delivered through inpatient care, residential services, and outpatient clinics. A significant percentage of the patient population is involved in the legal/justice system.

Gateways Hospital has more than 50 acute psychiatric beds and has been accredited by the American Osteopathic Association/Healthcare Facilities Accreditation Program (AOA/HFAP) since 2006. Inpatients are mostly referred by Los Angeles County psychiatric emergency rooms and are brought to the facility by ambulance. This broadens the service region of the hospital, but about half of patients are admitted from the local metro service area, in Los Angeles County Service Planning Area 4 (SPA 4), for treatment. With more than 65 years of community-based services, Gateways has strong relationships with hospitals, Federally Qualified Health Centers, and mental health clinics in the local community, which enables it to work collaboratively with patients and clients, homeless agencies, law enforcement, local schools, and behavioral health agencies within the scope of the service catchment area. Most of Gateways' hospital funding comes from the Los Angeles County Department of Mental Health, while its outpatient programs are funded through a variety of state and local sources. Gateways is a Short Doyle provider for individuals having no health insurance to cover their hospitalization.

Many universities and vocational programs rotate students through the hospital. Medical students and other students in healthcare-related fields come from several nursing programs including West Coast University, Los Angeles Valley College, and California State University, Los Angeles, as well as health psychology students at California State University, Long Beach. Additionally, Gateways hosts a rotation for third-year medical students at the University of

Southern California, as well as additional students from occupational therapy, social work, and psychology programs across the county.

Gateways advocates for the needs of its mental health clients as a member of the Hospital Association of Southern California (HASC) and the Association for Community Human Services Agencies (ACHSA). Gateways has aided its community by working collaboratively to address community gang issues, mental health education, parental support, and neighborhood watch regarding violence and burglaries.

Mission, Vision, and Values

Gateways maintains mental health facilities and programs, including an acute care psychiatric hospital, to serve the needs of individuals with mental illness and others requiring inpatient, outpatient, and residential treatment and care regardless of race, creed, national origin, or sex, including persons referred to or placed in such facilities or programs by courts or other public agencies.

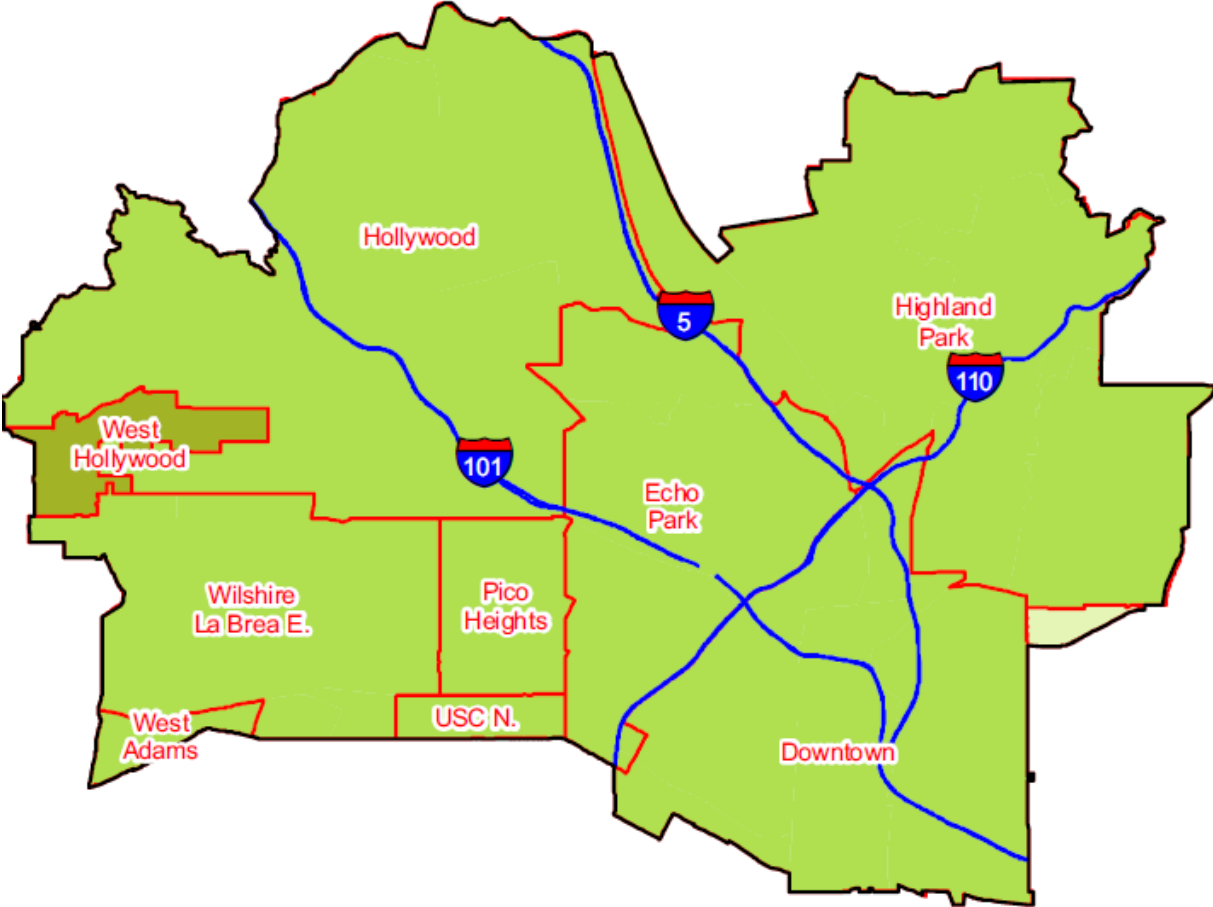
Gateways' vision is to serve the most vulnerable populations, regardless of their ability to pay, with a caring and nurturing approach, providing quality health resources in a cost-effective manner. Using a performance monitoring process, Gateways maintains efficient and continuous quality improvement for all patients and program clients. Gateways' value in creating access to its programs regardless of one's ability to pay is an important community benefit, as is its onsite provision of both acute, involuntary inpatient psychiatric care and outpatient services in less restrictive settings.

Gateways' core value is to strive to provide the best mental health care by treating patients and clients with dignity and respect no matter what their psychological or physical health conditions. Treatment is focused on teamwork, respect, and innovation.

Gateways continues to develop and change programs based on community needs for service delivery beyond the traditional inpatient setting. Gateways has developed and continues to refine its outpatient mental health treatment programs to be community-based (such as the Wellness Program, Homeless Services Program, and its residential programs) as well as by incorporating evidence-based best practices into treatment modalities.

For the purposes of this community benefits plan, community health needs are defined as those identified from Gateways staff and program participants in the 2022 CHNA, available on the Gateways website.

Los Angeles County Service Planning Area 4 – Geographic Area



Gateways Hospital and Mental Health Center is located in Service Planning Area (SPA) 4 of Los Angeles County, spanning from West Hollywood to Highland Park, Downtown, Echo Park, and the Wilshire-La Brea East corridor.

Demographic Profile

Ethnic Diversity

Comparatively, SPA 4 has about the same White population as the rest of Los Angeles County as a whole. It has a slightly lower percentage of Black or African American residents compared to all of Los Angeles City and Los Angeles County. It also has a larger Asian population than the City and the rest of Los Angeles County.

	SPA 4	Los Angeles City	Los Angeles County
Hispanic or Latino (of any race)	46.7%	47.2%	48.3%
Population of one race:			
Non-Hispanic-White	26.9%	28.7%	25.3%
Black or African American	5.4%	8.2%	7.5%
American Indian or Alaska Native	.2%	.2%	.2%
Asian	16.6%	11.6%	14.7%
Native Hawaiian and Other Pacific Islander	.1%	.1%	.2%
Some other race	.7%	.7%	.6%
Two or More Races	3.4%	3.4%	3.2%

*Data source: US Census Bureau, American Community Survey 5-Year Estimates, 2018-2022.*¹

¹ Los Angeles County Department of Public Health. Community Health Profiles. <https://ph-lacounty.hub.arcgis.com/pages/chp>

Age Distribution

Service Area 4 has an age distribution largely the same as the populations of Los Angeles City and Los Angeles County. There are slightly less people under age 20 than in the rest of Los Angeles City and Los Angeles County. There is about the same percentage of senior citizens in the SPA, City, and County.

	SPA 4	Los Angeles City	Los Angeles County
17 years and younger	15.6%	18.9%	19.8%
18-64 years	69.8%	66.7%	65.2%
65 years and older	14.5%	14.4%	14.9%

Data Source: US Census Bureau, American Community Survey 5-Year Estimates, 2018-2022.²

Income and Poverty

SPA 4 has a greater proportion of lower-income households and lesser proportion of higher-income households compared to Los Angeles City and Los Angeles County. In fact, SPA 4 area's median household income is \$72,912 compared to Los Angeles County's \$83,411. SPA 4 also has a greater proportion of children living below the federal poverty line than Los Angeles City and Los Angeles County.

	SPA 4	Los Angeles City	Los Angeles County
Median Household Income	\$72,912	\$76,244	\$83,411
Population Living Below 100% of the Federal Poverty Level	18.3%	16.5%	13.8%
Population Living Below 200% of the Federal Poverty Level	40.7%	37%	31.6%
Children Living Below 100% of the Federal Poverty Level	26.1%	23.7%	19.6%
Children Living Below 200% of the Federal Poverty Level	55.9%	51%	44%

Data Source: US Census Bureau, American Community Survey 5-Year Estimates, 2018-2022.³

² Ibid.

³ Ibid.

Educational Attainment

SPA 4 has a higher proportion of people with less than a 12th grade education than Los Angeles County, but the same as Los Angeles City. SPA 4 also has a higher proportion of people with bachelor’s degrees or higher than both.

	SPA 4	Los Angeles City	Los Angeles County
Less than High School	21.3%	21.3%	19.8%
High School Graduate	17.1%	18.7%	20.4%
Some College	20.8%	23.2%	25.2%
Bachelor’s Degree or Higher	40.7%	36.7%	34.6%

*Data Source: US Census Bureau, American Community Survey 5-Year Estimates, 2018-2022.*⁴

Housing Indicators

SPA 4’s households have a similar rate of housing burden to households in Los Angeles City, with about half of households paying greater than 30% of their income on housing costs. Additionally, about a quarter of SPA 4 households are severely housing burdened, paying more than 50% of their income on housing costs, a proportion similar to the City’s. However, SPA 4 has a significantly higher population that rents compared to Los Angeles City and Los Angeles County, where a greater proportion of households own their homes.

	SPA 4	Los Angeles City	Los Angeles County
Households with Housing Burden (paying greater than 30% of income on housing costs)	51.7%	51.4%	46.8%
Household with Severe Housing Burden (paying greater than 50% of income on housing costs)	27.5%	27.5%	23.9%
Households that Rent Their Homes	78%	63.4%	53.8%

*Data Source: US Census Bureau, American Community Survey 5-Year Estimates, 2018-2022.*⁵

⁴ Ibid.

⁵ Ibid.

Behavioral Health

SPA 4 shows trends of higher alcohol and marijuana access, usage, and higher deaths related to drug overdose and suicide compared to both Los Angeles City and Los Angeles County. SPA 4 also has nearly twice as many on-premises alcohol outlets compared to both Los Angeles City and Los Angeles County.

	SPA 4	Los Angeles City	Los Angeles County
On-Premises Alcohol Outlet Density (outlets per 10,000 population)	20.60	10.6	10.4
Off-Premises Alcohol Outlet Density (outlets per 10,000 population)	7.6	6.3	6.5
Adults Who Use Alcohol	56.8%	56.3%	56.7%
Adults Who Binge Drink	26%	23.6%	22.1%
Marijuana Storefront Retailer Density (retailers per 10,000 population)	4.2	35.6	2
Adults Who Use Marijuana	21%	18.1%	14.9%
Adults with Diagnosed Depression	18.3%	14.1%	12.4%
Drug Overdose Mortality (deaths per 10,000 population)	23.2	18.6	16.3
Suicide Rate (deaths per 10,000 population)	10.1	8.3	8.6

Data source: California Department of Alcoholic Beverage Control, Active alcoholic beverage licenses for FY21-22, June 2022; California Department of Cannabis Control, September 2023 (for data on licensed storefronts); Weedmaps, May 2023 (for data on unlicensed storefronts); Leafly, May 2023 (for data on unlicensed storefronts); Los Angeles County Office of Cannabis Management, May 2023 (for data on unlicensed storefronts); Los Angeles County Health Survey, 2023. Los Angeles County Annual Death Files 2018-2021 and 2022 (Provisional), assembled from California Department of Public Health Vital Records Data.

Nutritional Access and Consumption

SPA 4 has less access to fresh fruits and vegetables compared to Los Angeles City and Los Angeles County. There is also a higher population of both children and adults with food insecurity.

	SPA 4	Los Angeles City	Los Angeles County
Adults Meeting the Recommended Guidelines for Fruit and Vegetable Intake	12.9%	Unavailable	10.8%
Children with Good or Excellent Community Access to Fresh Fruits and Vegetables	70.3%	74.6%	79.5%
Children with Weekly Fast-Food Consumption	32.5%	34.3%	37.6%
Children in Households with Food Insecurity	32.9%	30.7%	30.3%
Adults in Households with Food Insecurity	29.8%	26.3%	26.3%

Data source: Los Angeles County Health Survey (2023).⁶

Healthcare Access

SPA 4 has a higher proportion of uninsured adults and children compared to Los Angeles City and Los Angeles County, as well as a higher proportion of adults with difficulty obtaining needed medical care.

	SPA 4	Los Angeles City	Los Angeles County
Uninsured Adults	16.9%	14.5%	12.6%
Uninsured Children	4%	3.9%	3.6%
Adults with Medi-Cal	23.5%	25.1%	23.1%
Children with Medi-Cal	60.7%	54.6%	47.7%
Adults with Difficulty Obtaining Needed Medical Care	30.1%	26.2%	25.4%

Data source: US Census Bureau, American Community Survey 5-Year Estimates, 2018-2022.

⁶ Ibid

Community Health Needs in Service Area 4

Summary of Identified Community Health Needs

Based on demographic analysis, outreach to Gateways clients and staff, and a literature review, the 2022 CHNA identified the following community health needs, along with specific issues for each health need.

- Address physical health services for Mental Health Patients.
 - Increase access to specialty physical health care services not currently available at Gateways Hospital, including imaging services (MRI/CT scan, etc.), care for people with HIV/AIDS, dental care, etc.
 - Improve preventative health care services, such as routine/annual exams, help with medication adherence, girls' and women's health care services, sexual health, etc.
 - Improve comfort of residential spaces.

- Improve staff continuity and retention.
 - Improve continuity of care for patients through reduced staff turnover, lower caseloads, and fewer case manager changes.
 - Explore options to enhance pay and benefits for staff.
 - Expand management team and offer expanded management training.

- Expand lifestyle/social skill building programming for Mental Health Patients.
 - Provide education and programming on comprehensive health and wellness literacy.
 - Enhance programs to build social skills.
 - Expand outdoor activity options.
 - Expand family visiting and options for patients to gain day passes/time away from facility.

- Improve or Expand Programming Offered Through Partnerships
 - Improve access to vocational and education programs or improved access to such programs.
 - Offer anger management classes, for both adolescents and adults.
 - Improve scheduling for outside health appointments.

Activities to Meet Identified Needs and Economic Value

All the needs identified in the 2022 CHNA are addressed by current Gateways programming and partnerships. In addition, Gateways provides community benefits that do not fit into the four needs identified in the 2022 CHNA.

Need Category	Community Benefit Activities
<p>Need 1: Address physical health services for Mental Health Patients.</p>	<ul style="list-style-type: none"> • Partnership with Chinatown Service Center: Gateways has established a partnership with Chinatown Service Center to provide physical health services. • Family Nurse Practitioner Program: Gateways provides physical health services to its Mental Health Patients through a family nurse practitioner program. The program is staffed by 3 intern family nurse practitioners and 5 psychiatric family nurse practitioners.
<p>Need 2: Improve staff continuity and retention.</p>	<ul style="list-style-type: none"> • SB 525 Implementation: Gateways plans to exceed the requirements of SB 525, which established minimum wages for health care workers. Gateways aims to establish a \$25 minimum wage by 2027, before the schedule required by the bill. • Incentive Bonuses: Gateways has established an incentive structure that allows staff to earn a monthly incentive of up to \$1,200, based on billing rates. This makes overall pay more competitive, helping with retention. • Cost of Living Increases: Gateways proactively increases the salaries of its staff by 5% per year. • Newsletter: Gateways publishes a staff newsletter to help staff members see their colleagues' activities in all the different parts of the organization, helping boost morale and connection. • Employee Appreciation Events: Gateways holds annual employee appreciation events at Dodgers Stadium, including their family members, with an attendance of around 400. • Employee Appreciation Points: Gateways employees can give appreciation points to other employees, which can then be reimbursed for goods on a website (still in development).
<p>Need 3: Expand lifestyle/social skill building programming for Mental Health patients.</p>	<ul style="list-style-type: none"> • Work Training Program: Gateways is converting a retail store it has acquired into a work training program, which will teach patients customer service and interaction skills. The store is open from 4pm-6pm, Monday through Saturday, and staffed by an occupational therapist whose compensation totals \$45/hour. • Social Skill Training and Occupational Therapy Program Expansion: Gateways has signed a contract with USC Mental Health to connect patients to USC doctoral level students, who offer more social skill training and occupational therapy to Gateways patients. • Community Sensory Room: In collaboration with USC doctoral students, Gateways developed a community sensory room for touch, sight, and hearing. This brought access to a service that is typically not available in a community setting.

<p>Need 4: Improve or Expand Programming Offered Through Partnerships.</p>	<ul style="list-style-type: none"> • Adolescent Outpatient Program: Gateways has acquired grants to keep services available for transition-aged youth up to 25 years old, past the age when they would typically lose eligibility for adolescent-serving programs. The most recent grant, acquired this year, was for \$350,000. • Voluntary Wellness and Case Management: Gateways works to connect discharged patients to a wellness program with job coaching, career coaching, psychiatry, a drug and alcohol program, and a drop-in center. • LA Room and Board: Gateways partners with LA Room and Board to provide mental health services to the program’s clients, college students who are homeless. • Psychological Testing for Children: Gateways offers psychological testing for children to identify and address mental health needs early. This effort aims to improve access to critical diagnostics and care for young people. • Outpatient Program with LAUSD: Gateways works with 22 schools within LAUSD to provide mental health services to low-income children and their families. This partnership helps remove barriers to mental health care and improves outcomes for underserved students. • Services for Hearing-Impaired Schools: Gateways offers mental health services to two schools for students with hearing impairments, where mental health services have never been offered before. ASL-certified clinicians are now making mental health care accessible to these students. • Homeland Security Grant for Hate Crime Offenders: Gateways is developing a training program for misdemeanor hate crime offenders using a \$100,000 grant from the Department of Homeland Security. • International Policy Dialogue: Gateways received a representative from Taiwan sent to California to learn about diversions to mental health services. Gateways shared insights with the representative to help them develop new mental health diversion programs in Taiwan and will be sending its representative to the upcoming Taiwan International Forensic Conference. • Trauma-Informed Care Research: Gateways is researching and implementing trauma-informed care and received a total of \$575,000 in grant funding from various sources to do so.
<p>Non-CHNA Community Benefit: Legally constitutes a community benefit but does not correspond with one of the four CHNA needs.</p>	<ul style="list-style-type: none"> • Mental Health Capacity Expansion: Gateways committed to investing \$90 million to expand its mental health services, including a \$35 million project (with \$19 million of the total costs committed by the State of California) in Echo Park to support teens with eating disorders, sexual identity issues, and PTSD. This expansion, along with new programs in Silver Lake and Glendale, will add 165 beds and create about 100 new jobs. • Substance Use Disorder Program: Gateways is launching a substance use disorder program for youth aged 13 and up, addressing mental illness and addiction simultaneously. The program applies a dual-diagnosis approach to help young people recover holistically.

SB 697 requires that Gateways report community benefit spending attributable to charity care, the unpaid cost of government-sponsored health care programs, and community benefit programs and activities. The total value of these community benefits is summarized in the table below, according to the categories mandated by SB 697.

Community Benefit Financial Categories	Net Benefit
Financial Assistance ⁷	\$0
Unpaid Costs of Medi-Cal ⁸	\$0
Unpaid Costs of Medicare	\$0
Unpaid Costs of Specialty Government Programs	\$0
Other Community Benefit Programs ⁹	\$2,232,000
Total Community Benefit	\$2,232,000

⁷ Financial Assistance includes traditional charity care write-offs to eligible patients at reduced or no cost based on the individual patient's financial situation. Financial Assistance or Charity Care does not include costs for patients who had commercial insurance but could not afford their out-of-pocket costs.

⁸ Unpaid costs of public programs include the difference between costs to provide a service and the rate at which the hospital is reimbursed.

⁹ See Appendix A for calculation of other community benefit programs.

Community Benefits Report and Plan

Health Need #1: Address Physical Health Services for Mental Health Patients	
Scope	Hospital and program staff, as well as program clients, report that Gateways patients with mental illness frequently have physical comorbidities. Some physical conditions require specialty care that Gateways cannot currently provide. Other conditions could be stopped with stronger preventative care. Staff also reported that transportation barriers and low comfort in the Gateways facility sometimes keep clients from accessing or continuing care.
Approach to address the health need	Since 2019, Gateways has hired several family nurse practitioners who can provide medical care on site. In the past year, Gateways has also implemented a grant from Queens Care to use towards client transportation, and now has an active dental and optometry partnership with Chinatown Service Center. Gateways will continue building on the strengths of these programs and expand to meet the goal further as more funds and partnerships become available.
Programs and collaborations to address health need	<ul style="list-style-type: none"> • Family Nurse Practitioner Program. • Partnership with Chinatown Service Center.
Community benefit category	<ul style="list-style-type: none"> • Enhancement of access to health care or related services that contribute to a healthier community. • Health care services rendered to vulnerable populations. • Food, shelter, clothing, education, transportation, and other goods or services that help maintain a person's health.
FY 2023 Progress	
Goals to address the need	<ul style="list-style-type: none"> • Increase access to specialty physical health care services not currently available at Gateways Hospital, including imaging services (MRI/CT scan, etc.), care for people with HIV/AIDS, dental care, etc. • Improve preventative health care services, such as routine/annual exams, help with medication adherence, girls' and women's health care services, sexual health, etc. • Improve comfort of residential spaces. • Create stable and reliable transportation programs for residents.
Measurable objectives and indicators	<ul style="list-style-type: none"> • Successful expansion of existing health and wellness literacy programming (e.g., RN wellness sessions). • Monthly inpatient and outpatient satisfaction survey rankings continue to be evaluated quarterly. • Gateways prioritizes patient complaint submissions, with all complaints requiring a hospital response within seven days and 30 days for outpatient programs.
Actions taken to achieve goal	<ul style="list-style-type: none"> • Continued partnership with Chinatown Service Center to provide dental and optometry services to inpatient clients. • Continued Family Nurse Practitioner program.
Program performance	<ul style="list-style-type: none"> • Nurse family practitioners were hired and can provide many health services on site.

	<ul style="list-style-type: none"> • Partnership with Chinatown Service Center provides dental and optometry services to inpatient clients, and is now expanding to outpatient clients, including youth. • Gateways tracks all complaints and responses to ensure complaints are resolved. • Gateways is in contact with its staff and continually takes feedback.
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Health Need #2: Improve Staff Retention Rates	
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Scope	Gateways clients experience disruptions in care when staff who work with them leave their positions. Hospital and program staff are concerned that turnover lowers the quality of care that clients receive and makes it more difficult for staff to do their jobs. Staff strongly suggested that improved benefits and pay would help decrease turnover rates. Gateways leadership called for expanded leadership training, especially “nuts and bolts” leadership to support the growth of staff moving into management roles.
Approach to address the health need	Create funding conditions that will allow Gateways to increase pay and benefits for staff, decreasing turnover. Create a “nuts and bolts” of leadership training to improve internal leadership pipeline.
Programs and collaborations to address health need	<ul style="list-style-type: none"> • SB 525 Implementation • Incentive Bonuses • Cost of Living Increases • Staff Newsletter • Employee Appreciation Events • Employee Appreciation Points
Community benefit category	<ul style="list-style-type: none"> • Enhancement of access to health care or related services that contribute to a healthier community.

FY 2023 Progress	
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Goals to address the need	<ul style="list-style-type: none"> • Improve continuity of care for patients through reduced staff turnover, lower caseloads, and fewer case manager changes. • Explore options to enhance pay and benefits for staff. • Expand management team and offer expanded management training.
Measurable objectives and indicators	<ul style="list-style-type: none"> • Successful implementation of management training package. • The number of caseloads per staff member decreases. • The number of case manager changes decreases. • Retention rates meaningfully increase within two years.
Actions taken to achieve goal	<ul style="list-style-type: none"> • Developed plan to establish \$25 minimum wage by 2027, before schedule required by SB 525. • Implemented an incentive program that allows staff to earn a monthly incentive of up to \$1200. • Increased staff pay by 5% per year, as a cost-of-living adjustment. • Published a staff newsletter to help staff members see activities in all parts of the organization.

	<ul style="list-style-type: none"> • Held annual employee appreciation event at Dodgers Stadium. • Began developing employee appreciation points system, where employees can give appreciation points to each other that can then be reimbursed for goods on a website.
Program performance	<ul style="list-style-type: none"> • Gateways' pay and benefits for staff continue to be competitive with the private sector, driving retention and improving continuity of care for clients.

Health Need #3: Lifestyle/Social Skill Building Programming for Mental Health Patients.	
Scope	Gateways staff and clients report that patients would benefit from building stronger social skills and general life skills, which would aid them as they navigate relationships, life challenges, and health situations. Suggested programming included education on comprehensive health and wellness literacy, programs to build social skills, outdoor activity options, and expanded family visiting options.
Approach to address the health need	Offer lifestyle and social skill building programs. Have staff qualitatively assess clients' knowledge and skill levels in lifestyle and social skills.
Programs and collaborations to address health need	<ul style="list-style-type: none"> • Work Training Program • Social Skill Training and Occupational Therapy Program Expansion, with USC Mental Health • Community Sensory Room, with USC Mental Health
Community benefit category	<ul style="list-style-type: none"> • Enhancement of access to health care or related services that contribute to a healthier community. • Health care services rendered to vulnerable populations. • Services offered without regard to financial return because they meet a community need in the service area of the hospital, and other services including health promotion, health education, prevention, and social services.
FY 2023 Progress	
Goals to address the need	<ul style="list-style-type: none"> • Provide education and programming on comprehensive health and wellness literacy. • Enhance programs to build social skills. • Expand outdoor activity options. • Expand family visiting and options for patients to gain day passes/time away from facility.
Measurable objectives and indicators	<ul style="list-style-type: none"> • Existence of lifestyle/social skill building programs. • Expansion of existing programs. • Number of clients served through programs. • Client satisfaction with new and existing lifestyle and skill building programs.
Actions taken to achieve goal	<ul style="list-style-type: none"> • Continued relationship with USC, which helps connect Gateways patients to USC doctoral level students who offer advanced social skill training and occupational therapy. • Developed a community sensory room for touch, sight, and hearing in collaboration with USC.

	<ul style="list-style-type: none"> • Began converting retail store into work training program, which will teach patients customer service and interaction skills.
Program performance	<ul style="list-style-type: none"> • Patients can now access occupational therapy from doctoral-level practitioners. • Patients have access to a sensory room typically not available in nonprofit care settings.

Health Need #4: Improve or Expand Programming Offered Through Partnerships	
Scope	Gateways patients would benefit from partnerships to improve or expand programming offered. Priorities include vocational and educational programs, anger management classes, community-based wrap around services, case management, and improved scheduling.
Approach to address the health need	Obtain grants and partnerships as they become available to improve and expand the programming offered to clients.
Programs and collaborations to address health need	<ul style="list-style-type: none"> • Adolescent Outpatient Program • Voluntary Wellness and Case Management • LA Room and Board Mental Health Partnership • Psychological Testing for Children • Outpatient Program with LAUSD • Services for Hearing-Impaired Schools • Homeland Security Grant for Hate Crime Offenders • International Policy Dialogue with Taiwan • Trauma-Informed Care Research
Community benefit category	<ul style="list-style-type: none"> • Enhancement of access to health care or related services that contribute to a healthier community. • Health care services rendered to vulnerable populations. • Services offered without regard to financial return because they meet a community need in the service area of the hospital, and other services including health promotion, health education, prevention, and social services.
FY 2023 Progress	
Goals to address the need	<ul style="list-style-type: none"> • Improve access to vocational and education programs. • Offer anger management classes, for both adolescents and adults. • Improve scheduling for outside health appointments. • Ensure adequate community-based wrap around services and case management services for discharged patients.
Measurable objectives and indicators	<ul style="list-style-type: none"> • Increased number of formal and informal partnerships, measured by formal MOUs or informal working relationships. • Attendance at partner-provided programs.
Actions taken to achieve goal	<ul style="list-style-type: none"> • Implemented a grant from Queens Care to provide transportation services to medical appointments. Received and will implement a second grant to expand transportation services. • Hired a Spanish-language PR company called Elevate to begin outreach into Spanish-language media.

	<ul style="list-style-type: none"> • Partnered with Chinatown Service Center to provide mobile dentist and optometry work. • Acquired grants to keep services available for transition-aged youth up to 25 years old. • Connected patients to an external wellness program with job coaching, career coaching, psychiatry, a drug and alcohol program, and a drop-in center. • Partnered with LA Room and Board to provide mental health services to the program’s clients, college students who are homeless. • Provided psychological testing to children in LAUSD and other agencies at grant-funded psych testing center. • Offered mental health services to two schools for students with hearing impairments. • Developed a training program for misdemeanor hate crime offenders using a grant from the Department of Homeland Security. • Received a representative from Taiwan to show Gateways’ approach to diverting people from mental health services. • Planned visit for a Gateways representative to share findings at upcoming Taiwan International Forensic Conference. • Researched and implemented trauma-informed care in partnership with a grant funder. • Continued to apply to other grants and partnership opportunities, especially opportunities related to substance abuse treatment.
<p>Program performance</p>	<ul style="list-style-type: none"> • Services are offered to patients who are transition-aged youth up to the age of 25, past the age when youth usually lose access to services. • Discharged patients are made aware that they are eligible for an external wellness program. • LA Room and Board clients, college students who are homeless, are receiving mental health services from Gateways. • The Psych testing lab is operational and provides services to youth served by LAUSD and other agencies. • Low-income children and their families in 22 schools in LAUSD are receiving mental health services from Gateways. • Students with hearing impairments are receiving mental health services in two schools, both of which have never had a mental health care provider before. • Gateways services now better use principles of trauma-informed care. • More grants and MOUs are planned or in progress.

Appendix A: Calculating Value of Other Community Benefits and Programs

This appendix describes how the value of community benefits other than spending attributable to charity care and the unpaid cost of government-sponsored health care programs (hereafter “other community benefits”) was calculated.

The total economic value of the other community benefits provided by Gateways Hospital in furtherance of its plan is \$2,232,000. Consistent with SB 697, this sum includes the economic value of services provided in furtherance of the Community Benefits Plan and the Community Health Needs Assessment. As the Community Benefits Plan focuses on activities that correspond with the 2022 CHNA, activities in furtherance of that plan do not include all of Gateways’ activities. The methodology used to calculate the \$2,232,000 total is described below.

Program	Net Benefit	Notes
Family Nurse Practitioner Program	\$1,160,000	Includes 3 intern family nurse practitioners who each cost \$120,000/yr, and 5 psychiatric family nurse practitioners who each cost \$160,000/yr. Added together, the program costs \$1,160,000 annually. The full cost of this program goes towards meeting Community Benefit Plan needs.
Dental and Optometry Partnership with Chinatown Service Center	\$17,000	The weekly trip to services takes 4 hours, with 2 staff paid \$25 per hour. Multiplied over 52 weeks, this costs \$10,400. With gas and insurance added, the value is \$17,000.
Sensory Program	\$30,000	Staffed by 6 occupational therapists who cost \$100,000/yr for a total of \$600,000 annually. Multiplied by the 0.05 FTE that the occupational therapists use towards the sensory program, staff costs for the sensory program are \$30,000.
Adolescent Outpatient Program	\$350,000	Value of grant used to fund program
Training Program for Hate Offenders	\$100,000	Value of grant used to fund program
Trauma-Informed Care Research	\$575,000	Value of grants used to fund program
Total Benefit	\$2,232,000	