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County of Los Angeles CHIEF EXECUTIVE OFFICE

Kenneth Hahn Hall of Administration
500 West Temple Street, Room 713, Los Angeles, California 90012
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<http://ceo.lacounty.gov>

SACHI A. HAMAI
Chief Executive Officer

June 14, 2017

To: Supervisor Mark Ridley-Thomas, Chairman
Supervisor Hilda L. Solis
Supervisor Sheila Kuehl
Supervisor Janice Hahn
Supervisor Kathryn Barger

From: Sachi A. Hamai 
Chief Executive Officer

Board of Supervisors
HILDA L. SOLIS
First District

MARK RIDLEY-THOMAS
Second District

SHEILA KUEHL
Third District

JANICE HAHN
Fourth District

KATHRYN BARGER
Fifth District

REQUEST FOR AN EXTENSION: HEALTH INNOVATION COMMUNITY PARTNERSHIP (ITEM NO. 47-B, AGENDA OF MARCH 14, 2017)

On March 14, 2017, the Board of Supervisors (Board) adopted a Motion (Motion) by Supervisors Hilda L. Solis and Sheila Kuehl, instructing the Chief Executive Officer (CEO) to engage a third-party consultant to initiate a partnership process between the County and community stakeholders to define a shared vision, goals, and metrics for a health district surrounding the LAC+USC Medical Center (LAC+USC) and USC Health Sciences Campus, and to ensure that County development and programming in the area is responsive to community needs and tied to community benefits. As part of the Motion, the Board asked for a report back that would include an update on the goals, workplan and schedule for the ongoing stakeholder participation process to form the Health Innovation Community Partnership (Partnership). The CEO is requesting an additional 90 days to most thoroughly respond to the Motion.

PROGRESS TO DATE

With the move to establish the Partnership, the Board has recognized the significant community improvement and economic development opportunity surrounding LAC+USC. As one of the largest public hospitals in the country, LAC+USC has the capacity to anchor a master complex of healthcare innovation, economic development, and restorative care. Additionally, the fact that the County owns 124 acres of land in the surrounding area will enable the Partnership to build on the work already being done on this land, and to collaborate among public and private partners to serve the surrounding community.

"To Enrich Lives Through Effective And Caring Service"

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Goals

The CEO engaged a consultant to initiate the partnership process between the County and community stakeholders. The consultant, in collaboration with the CEO, has met with over a dozen community leaders and local non-profit organizations to determine the needs of the community surrounding LAC+USC, tentatively defined as Boyle Heights, Lincoln Heights, Hazard Park, and El Sereno.

Discussions with stakeholders have guided the development of appropriate goals for the Partnership. Specifically, the Partnership aims to ensure that any use of County assets and development in the area surrounding LAC+USC is preceded by active community engagement, and is tied to near and long-term community benefits. To this end, the consultant has crafted a Vision Document to set the tone for the Partnership, and educate the community about the Partnership's proposed vision, mission, goals, measures of success and ground rules. The CEO will seek feedback on this document in future engagement sessions.

Workplan

The CEO is working with the consultant to develop an appropriate workplan for the partnership. This includes a draft Request for Proposals (RFP) for the ongoing management of the Partnership, a survey of best practices from other jurisdictions that have implemented similar community partnerships, and a draft set of indicators to govern the efficacy of the Partnership's work.

Schedule

An initial timeline for the launch of the Partnership has been drafted. The schedule includes additional consultations with stakeholders, the drafting of an RFP, the convening of an RFP development committee to review and edit the draft document, and the identification of potential funding sources to sustain the Partnership. Further, the consultant will be convening a Partnership Committee Meeting comprised of affected community leaders, public sector representatives and philanthropic stakeholders. At the meeting, the County will solicit feedback on the draft Vision Document, the goals for the Partnership, and appropriate indicators and metrics to track the success of the Partnership. Moreover, the County hopes to hear from community leaders and the University of Southern California as to the programmatic needs of the health sciences campus, and how the County can play a role in delivering services to improve health and economic outcomes in the Partnership area.

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NEXT STEPS

Additional time is needed to garner further stakeholder feedback, conduct the first Partnership Committee Meeting, and set the foundation for the release of an RFP to effectuate the Partnership. Therefore, the CEO is requesting an additional 90 days to respond to the Motion.

If you have any questions regarding this report, please contact Doug Baron at (213) 974-8355, or dbaron@ceo.lacounty.gov.

SAH:JJ:DSB
CMT:acn

c: Executive Office, Board of Supervisors
 County Counsel
 Economic Development Policy Committee
 Health Services



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October 19, 2017

To: Supervisor Mark Ridley-Thomas, Chairman
Supervisor Hilda L. Solis
Supervisor Sheila Kuehl
Supervisor Janice Hahn
Supervisor Kathryn Barger

From: Sachi A. Hamai
Chief Executive Officer

UPDATE ON THE FORMATION OF THE HEALTH INNOVATION COMMUNITY PARTNERSHIP AT THE LAC+USC MEDICAL CENTER (ITEM NO. 47-B, AGENDA OF MARCH 14, 2017)

On March 14, 2017, the Board of Supervisors (Board) adopted a Motion (Motion) by Supervisors Solis and Kuehl, instructing the Chief Executive Officer (CEO) to engage a third-party consultant to initiate a partnership process between the County of Los Angeles (County) and community stakeholders to define a shared vision, goals, and metrics for a health district surrounding the LAC+USC Medical Center and USC Health Sciences Campus, and to ensure that County development and programming in the area is responsive to community needs and tied to community benefits. The Board's Motion further requested a report back to include an update on the goals, workplan, and schedule for an ongoing stakeholder participation process to form the Health Innovation Community Partnership (Partnership). On June 14, 2017, the CEO requested an additional 90 days to respond to the Motion.

BACKGROUND

For over 100 years, the LAC+USC Medical Center has operated as one of the largest public hospitals in the United States. The County owns 124 acres of land in the immediate area, and has a vested interest in building and advocating for a healthy and economically resilient community around the LAC+USC Medical Center. To facilitate the objectives of the Motion, the County engaged Estolano LeSar Perez Advisors (ELP Advisors) in March 2017 to initiate the Partnership effort.

Upon engaging ELP Advisors, the CEO and ELP Advisors met with over a dozen community leaders and local non-profit organizations to establish a baseline for the

needs of the communities surrounding the LAC+USC Medical Center, defined as Boyle Heights, Lincoln Heights, Hazard Park, East Los Angeles and El Sereno. The consultant team also extended a standing invitation to USC to participate in the Partnership.

In meeting with leaders from the public sector, non-profit community, philanthropy, and academia, the CEO and ELP Advisors drafted Ground Rules for the Partnership and a Vision Document consisting of the Partnership's vision, goals, and metrics for measuring success. The CEO also worked with ELP Advisors to develop a draft Request for Proposals (RFP) for a skilled convener to provide strategic facilitation, evaluation and communications services to lead the Partnership. This Partnership facilitator (Facilitator) will be an individual or team that will help ensure that development in the Partnership area is responsive to community needs and priorities, and will result in tangible community benefits. It is not intended that the County's current consultant, ELP Advisors, will serve as the Facilitator.

INITIATION OF PARTNERSHIP

Following distribution of draft versions of the Ground Rules, Vision Document, and RFP, Supervisor Solis convened the first Partnership meeting on July 14, 2017. Participants were invited to complete a survey in advance of the meeting to help the County understand what local stakeholders were hoping to gain from the Partnership, and how the County could leverage its resources to better serve the interests of the community. County Departments including the CEO, Health Services, Mental Health, Probation, and Public Works provided overviews of programs that serve the Partnership area. Over 35 representatives from the community attended the inaugural Partnership meeting on July 14, 2017.

At the initial Partnership meeting, the participants reviewed the Ground Rules and Vision Document, and elected to form a subcommittee to edit the Facilitator RFP for future adoption by the Partnership. Subsequent meetings of the Partnership were then held on August 18, 2017 and September 8, 2017. The RFP document was ratified by the Partnership at the August 18th meeting, and the LAC+USC Medical Center Foundation, Inc. (Foundation) was identified as the likely sponsor and issuer of the RFP. The Foundation is a 501(c)(3) organization whose mission is to engage in fundraising to assist the community in understanding the services and care provided at the LAC+USC Medical Center campus.

In addition to ratifying the RFP solicitation on August 18, 2017, the Partnership also finalized its mission by identifying the following themes and issue areas:

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- Health and Wellness
- Community Safety and Restorative Justice
- Transportation and Access
- Community Stability
- Opportunities for Advancement
- Economic Development
- Environmental Justice

Following the selection of a full-time Facilitator, the Partnership will work to develop a standardized system of metrics to measure success in achieving the above themes. Specific programs of interest to the Partnership include development opportunities at the LAC+USC Medical Center campus, the proposed USC biotech park, options for the County's Alcazar Yards site, bike and pedestrian plans for the area, increased local access to fresh and affordable produce, and training programs to promote career pathways in health care.

NEXT STEPS

At its meeting on September 8, 2017, the Partnership voted to convene on a bi-monthly basis going forward, with monthly meetings as necessary. To support the work of the Partnership, the County is actively working to identify potential funding sources for the full-time Facilitator that is to be solicited by the Foundation. The Motion intended that the Partnership would operate as an independent body, and there is no expectation that the cost of the Facilitator will be funded by the County. It is expected that the Facilitator will be selected by no later than early 2018.

The CEO will continue to monitor the progress of the Partnership, and will help coordinate future meetings until such time as the long-term Facilitator is chosen through the RFP process. The next update to the Board will be provided by the CEO in 90 days. If you have any questions regarding this report, please contact Doug Baron at (213) 974-8355, or dbaron@ceo.lacounty.gov.

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c: Executive Officer, Board of Supervisors
County Counsel
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Public Works