

MOTION BY SUPERVISOR HOLLY J. MITCHELL

November 16, 2021

Creating a Restorative Care Village Master Plan for the Harbor-UCLA Medical Center Campus

The Harbor-UCLA Medical Center Campus sits on 72 acres in West Carson, an unincorporated community in the southern area of Los Angeles County (County). The campus is undergoing a radical transformation to ensure it continues to provide high-quality medical care to County residents. The County is moving forward with a \$1.7 billion investment on the campus which will consolidate services into new inpatient and outpatient facilities, provide additional parking, and bring the campus into compliance with Senate Bill 1953, which created new seismic strengthening requirements for hospitals. Other new facilities will be built on the campus, including a new mental health outpatient building and wellness center.

The County continues to face a persistent mental health bed shortage crisis. In [December 2020](#), the Department of Mental Health (DMH) advised the County’s Board of Supervisors (Board) that DMH must increase its mental health bed capacity to avoid overcrowded emergency rooms; prevent the cycling of homeless individuals with co-occurring medical, mental, and substance use disorders in and out of hospitals; decrease the incarceration of individuals with mental illness who would be better served in community-based mental health and treatment facilities; and shorten long waitlists to transition patients in costly acute treatment settings to the appropriate level of care. Increased rates of individuals experiencing homelessness, expanded Medicaid eligibility,

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a large jail mental health population, underfunded diversion initiatives, Lanterman-Petris-Short conservatorship, child and adolescent utilization of psychiatric emergency services, and implementation of new Drug Medi-Cal delivery systems, continue to push the demand for mental health beds well beyond the County's current capacity.

In addition, the mental health bed shortage continues to thwart the County's efforts to close Men's Central Jail, and fully implement the "Care First, Jails Last" approach to justice reform. The "Care First, Jails Last" approach will allow the County to provide medical and mental health services and substance use disorder treatment to some of our most vulnerable members of society outside of a jail setting and in a local, community-based setting.

The Harbor-UCLA Medical Center Campus is one of the last large medical campuses with the potential to house additional Institutions for Mental Disease beds or other services to provide "wrap around services" including medical, mental health, substance use disorder treatment, and social services to the surrounding community. The campus presents two potential options for providing a new restorative care village: the first option consists of the repurposing of the existing approximately 466,000 square foot inpatient hospital tower and approximately 58,000 square foot Primary Care and Diagnostics Center building. The repurposing would begin when the buildings are fully vacated in mid-2028, after the completion of the new replacement hospital in late 2027. The second option consists of new construction elsewhere on the campus. Both approaches have advantages and disadvantages which should be studied and explored.

Currently, a Harbor-UCLA restorative care village feasibility study is scheduled to be initiated in 2025 and it would only consider adaptive reuse of the old Harbor-UCLA hospital. However, given the Countywide urgent need for acute mental health services, it has become abundantly clear that time is of the essence to explore all options and finalize a plan for a restorative care village at the Harbor-UCLA Medical Center Campus.

I THEREFORE MOVE THAT THE BOARD OF SUPERVISORS:

1. Direct the Chief Executive Officer (CEO), in collaboration with the Directors of the Department of Mental Health, Department of Public Health, Department of Health Services, and Department of Public Works, to conduct a thorough assessment

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(Feasibility Study) of the comparative merits and costs of creating a Harbor-UCLA Medical Center Campus Restorative Care Village, in either the existing inpatient hospital tower and Primary Care and Diagnostic Center (PCDC) once they are vacated, or an alternate location on campus. The CEO shall report back in writing within 120 days with the following:

- a. A recommendation on a consultant to complete the Feasibility Study;
- b. A cost estimate and potential funding sources for the preparation of the Feasibility Study; and
- c. An implementation timeline for preparation of the Feasibility Study, to include:
 - i. An assessment of the existing inpatient hospital tower and PCDC's structural, mechanical, electrical, plumbing, elevators, and other building systems and the costs and timeline to retrofit and upgrade these systems to current code and design standards;
 - ii. An assessment of any structural, mechanical, electrical, plumbing, elevators, and other building system modifications to the existing inpatient hospital tower to achieve full separation from the Surgery Emergency Department Building and achieve full compliance with Senate Bill 1953, and the cost and timeline to implement the work;
 - iii. A description of the required tenant improvements to the existing inpatient hospital tower and PCDC to accommodate the Restorative Care Village program and the cost and timeline to implement the work;
 - iv. A description of a possible alternative location for a Restorative Care Village on campus, including location and size of the area to be used, and the cost and timeline to implement the work;
 - v. A comparative description of the types of services and number of beds provided by each of the two options to meet the immediate

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and long-term mental health and recovery needs of the County and community, a comparison of project cost and schedule for each option, potential for each option to provide “wrap around services” for clients, and each options’ suitability for a “speed-to-market” delivery; and

- vi. Possible Federal, State and local funding options to implement.
2. Direct the CEO to engage a consultant to complete the Feasibility Study described above and return to the Board for approvals as necessary to complete the Feasibility Study by June 1, 2023.

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(YV/CG)