

**LOS ANGELES COUNTY – DEPARTMENT OF HEALTH SERVICES
HOSPITALS AND HEALTHCARE DELIVERY COMMISSION
December 4, 2025**

<u>Commissioners</u>	Present	Absent
David Marshall, D.N.P., Chair	X	
William McCloud, M.H.A., F.A.C.H.E., Vice Chair	X	
Christopher Bui, M.D.		X
Mark Marat Hay, Ph.D.		X
Laura LaCorte, J.D.	X	
Patrick Ogawa	X	
Elisa Nicholas, M.D.		X
Margaret Farwell Smith	X	
Stanley Toy, M.D.		X
Rosemary C. Veniegas, Ph.D.	X	
Tia Delaney-Stewart	X	
Jennifer Sudarsky	X	
Brad Selby	X	
<u>DHS Staff</u>		
Allen Gomez	X	
Connie Salgado-Sanchez	X	
<u>County Counsel</u>		
Natasha Mosely	X	
Lynette Clyde	X	
<u>Members of the Public</u>		
Brenda Watson	X	
Hilary Brown		

1. Call to Order

The meeting was called to order at 10:30 by Commission Chair David Marshall. Quorum was not met, and a fifteen-minute recess was called.

2. Roll Call

Allen Gomez, Commission staff, called the roll. Quorum was not met, and a recess was called. Allan Gomez, Commission Staff, called the roll and quorum was met at 10:39.

3. Welcome

Commission Chair Marshall welcomed all members of the commission, staff, and guests. Chair Marshall welcomed the new Commissioner from District 5.

4. Action Item:

- Approval of November 5, 2025 Minutes: Approved unanimously

5. Presentation – General Discussion with Coral Itzcalli, Chief of Communications

<ul style="list-style-type: none"> • Chief Communications Officer, overseeing Communications, Marketing and Government Relations Units 	
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- 2025 has been a challenging year and required our office to be proactive and creative and provide clarity in this time of uncertainty. Challenges included:
 - (i) LA fires required a lot of resources and affected patients and staff who lost their homes
 - (ii) Rapid federal cuts that were implemented without very much clarity
 - (iii) Budget crisis is the top priority for LA Health Services
- The office drafts and disseminates internal communications for staff and external communications for stakeholders and patients
- Main targets are patients, staff, elected officials, public and press via:
 - Mass emails in English and Spanish (approximately 45% open rate)
 - Website
 - Mass text
 - Flyers
 - Signage
 - Patient monitors
 - Screen savers
 - Social media
 - Town halls
 - Newsletters
 - Press/public release
 - Press coverage
- Staff and patients count on the communications provided by the department
- Workstations on Wheels (WOW), which are portable devices for staff, use screen savers to share important information
- Patients have to opt in to get text messages and emails from DHS
- Flyers and signage help reach some of the population that does not rely on phone communications
- Recent communications initiatives include:
 - (i) Immigration enforcement - “Are you worried about ICE?” was the email that had the highest open rate this year
 - (ii) SNAP/CalFresh (partnership with DPSS)
 - (iii) Budget crisis updates/Save our Safety Net SOS Net Campaign

Questions from Commissioners:

Is there any work on expanding use of patient portal?

- The patient portal page is the most visited on our website, so we are making inroads

How do you go about sharing information with Community Clinics?

- Quarterly newsletter *The Pulse* goes to community partners to share information
- Immigration enforcement actions required patient reassurance
- Within one day, DHS had a new webpage with alternate forms for patients to access care via phone/video visits to ensure that care was available;
- All patients were afraid, not just the ones who are undocumented
- Staff strived to share information to patients via website, flyers, signage, red cards, etc. that care was available

- Wanted to ensure that immigrant communities were reassured that their health matters
- There was an uptick in the use of video and phone call telemedicine

Did visits plummet during the ICE raids?

- Emergency Department (ED) visits decreased
- Increased no shows to appointments
- Efforts have been focused on Latino immigrant communities
- Created information for staff who are part of the community – created toolkits with protocols to navigate new situations
- Rumors and misinformation spreads quickly – created weekly ICE enforcement updates, which goes out on Monday as a source of truth
- Sometimes the rumors emerge from the presence of law enforcement, which frequents our facilities

Do you monitor or have information on rapid response networks to confirm information and dispel myths?

- DHS follows up on leads to ensure that we provide accurate information to workforce members
- With government shutdown, had to inform on SNAP and CalFresh benefits – DHS partnered with DPSS to share information; also shared information on food banks

A Commissioner noted that she has seen red cards and flyers in the community.

Do you have a team of folks who bring together different perspectives?

- DHS has a centralized Public Information Office (PIO) team and facility specific PIO staff who can share information on their respective communities
- The communication must be accessible in English, Spanish and threshold languages, materials are prepared in 4th or 5th grade reading level
- Budget crisis – as information became available around passage of HR1 – DHS sent information to workforce members regarding the implementation of a hiring freeze and restructuring of overtime use
- Most of DHS funding comes from Medicaid
- Communication internally was a priority – even if information is unclear
- Keeping staff informed and engaged is a priority
 - Staff questions and concerns inbox – helped inform responses
 - Created live town halls for staff across all facilities – 11 live town halls since June 2025 with Dr. Ghaly

Save our Safety Net campaign (SOS) - intended to convey information about the critical and potentially irreplaceable services provided by DHS. Information is being shared with staff and patients to help patients and staff advocate for the safety net.

What are the plans to get the message to the community?

- Earned media – Dr. Ghaly has been featured in the *LA Times*
- Public – leverage media to explain to the public what's in it for them

What kind of messaging is coming forth for women who need maternal/fetal care and do not feel safe going to the hospitals?

- Messaging regarding pre- and post-partum check-ups for women will be forthcoming
- Work with MAMA's program
- Olive View UCLA Medical Center got recognition from the *US News and World Report* for their excellent maternity care, and we do not want to lose

<p>the progress made in our healthcare system including Magnet Care recognition</p> <ul style="list-style-type: none"> • There are efforts to continue with the Town Halls and integrate with the other departments to share information on childcare, SNAP, CalFresh. • Print media and television still play a role in communities of color who may not have access to email and internet. • Earned media and emerging press is part of strategy for 2026. Information will be shared on Medicaid changes and to share personal stories of those affected. <p><u>2026 Strategic Priorities:</u> In 2026 – focusing on re-enrollment for patients in Medi-Cal – partnering with DPSS who is leading efforts around reenrollment and preparing for 2027 work requirements.</p> <p>Will philanthropic efforts be explored?</p> <ul style="list-style-type: none"> • Have created marketing pieces to share across the county to show who the department is. • Embarking on philanthropic efforts – requires a focused message on why folks should donate money to DHS. • Need to find new sources of foundation funding. • Those who work in healthcare ask the same foundations for support. <p>The Commission thanked Ms. Itzcalli for her presentation.</p>	
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6. Items for discussion and possible action:

	DISCUSSION/FINDINGS	RECOMMENDATIONS, ACTIONS, FOLLOW-UP
a. Discussion – Commission Site Visits	<p>Commissioner Delaney-Stewart reported on the site visit to LA General in November.</p> <p>Received input on the work that is occurring at the hospital and the risks to the safety net due to the impending budget cuts. They talked about cultural transformation as they changed their relationship with USC and took on full time employee physicians.</p> <p>They discussed some of the innovations in health care:</p>	<p>Commission site visits 2026</p> <p>Commission was provided with draft of possible site visit locations and asked to provide any other suggestions for site visits in their respective districts</p> <p>Commission also provided comments on revised draft</p>

- LA General serves as a Navy trauma training site.
- Only public burn unit in the LA region
- STEMI stroke site
- NICU
- Safer at Home program
- ED SWIFT team (to short ED length of stay)
- Nursing attained Magnet status
- Hired an Assistant Medical Director of Patient Flow (to reduce boarding delays)
- Leap Frog A Grades (for last three quarters)

Payor mix is 75% Medicaid and 20% homeless population. They are a “super safety net provider,” which is a new designation for certain hospitals in the country.

This is why the hospital cannot fail – the hospital serves populations that other facilities are not equipped to handle.

Budget crisis discussion was very concerning. Only 5% of budget comes from LA County. \$564 million loss due to cuts if they lose the waiver.

LA General initiatives to increase revenue include:

- Implementing a new Revenue Cycle Management (RCM) system to enable billing for commercial patients.
- Expanding the LA General philanthropic foundation

Status of Augustus Hawkins move:

- Waiting for licensure and expect to begin patient transfer in early 2026

Status of Restorative Care Village:

- 96 recuperative care beds and 64 psych crisis beds when fully staffed.
- Urgent care, sobering center and psych outpatient are completed.
- The next phase is the development of psychiatric subacute beds, which is approximately 18 months from completion.

Tour of ED was eye opening. LA General has 130,000 ED visits per year plus 20,000 Urgent Care visits per year.

Compelling and informative site visit. The lobby was full of law enforcement who were there for a

Site visit form and asked to review and provide comments for discussion at an upcoming meeting.

Proposed site visits 2026:

- MLK Outpatient Center - February 19 or March 19
- Rancho Los Amigos – May 21 / June 18
- High Desert – October 15 or November 19

	<p>deceased officer from Alhambra. That really demonstrated what the hospital is about.</p> <p>The Commission agreed to send a thank you note to the LA General staff for their time and consideration during the site visit, particularly on a challenging day.</p>	
b. Discussion – Commission Guest Speakers	<p>January – Canceled February – Caroline Balfour March – Dr. Phillip Gruber, Kevin Lynch, Christopher Rodriguez (Project Monarch) April – Dr. Lisa Wong (DMH) May – Dr. Barbara Ferrer (DPH) June – Dr. Timothy Belavich (Correctional Health) July – meeting dark August – Dr. Jackie Contreras (DPSS) September - October – November - December –</p>	<p>(Tentative) September – Sara Mahin October - Louise McCarthy (CCLAC) November – Dr. Wei-An (Andy) Lee December - Jessica Kuo</p> <p>Others: Dr. Nina Park Shari Doi</p>
c. Discussion – 2026 Strategic Priorities	<p>The Commissioners discussed the current strategic priorities and agreed that quality of care and workforce initiatives should continue to be monitored by the Commission, but that the current budget crises and related issues warranted the Commission’s priority and attention and also aligned with DHS’ priorities:</p> <p>With that in mind, the Commission agreed that its 2026 strategic priority should focus on the DHS budget crisis/Save our Safety Net efforts – with a focus on:</p> <ul style="list-style-type: none"> • DHS internal and external communications • Alternative funding and philanthropy 	
d. Discussion – Department of Health Services Dashboard	<p>On the data coming soon tables, what is the explanation for that? When will it be available?</p>	

7. Items not on the posted agenda for matters requiring immediate action because of an emergency, or where the need to take immediate action came to the attention of the

This building will not be available after 2026. County Counsel is exploring the feasibility of using virtual meeting capabilities. Also exploring the possibility of meeting at the Hall of Administration.

8. Public Comment – No public Comment received

9. Adjournment

The meeting adjourned at 12:30 p.m. next regular meeting is scheduled for February 5, 2026.