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**Health Innovation Community Partnership**

LAC+USC Medical Center, one of the largest public hospitals in the country, anchors significant healthcare delivery innovation, research, and investment in an area that extends far beyond the physical campus and deep into the community. With its historic affiliations to the nearby Keck School of Medicine and University of Southern California Health Sciences Campus and its diverse patient base, the County-owned LAC+USC Medical Center is one of the premier teaching hospitals in the nation and the largest Level 1 Trauma Center in Los Angeles County. Overall, the County owns 124 acres of land in this immediate area, most of it serving the health and well-being needs of County residents. In November 2014, the County completed an LAC+USC Medical Center Master Plan which envisioned substantial new development and an influx of community beneficial uses in the area. Today, as the County responds to the crisis of homelessness, the Health Agency is quickly pursuing restorative care solutions which will provide patients with the full continuum of health and mental health services – from

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recovery opportunities to restorative living environments and psychiatric services. Likewise, the County Probation Department, in partnership with the Office of Diversion and Reentry and the Courts, is reexamining the juvenile justice facilities in the immediate area to explore opportunities for focusing more holistically on the mental, emotional, and physical health of the children in the County's care. There is an opportunity to build and develop a master complex of healthcare innovation, restorative care and restorative justice will place Los Angeles County at the center of community-serving regional innovation.

In February 2017, the University of Southern California announced its plans for a new hospital on their 80 acre Health Sciences Campus located adjacent to the County properties described above. The new facility is in its concept and design stage but is expected to reflect the medicine and surgery currently being performed across the USC clinical enterprise. As part of its own Master Plan, USC is building a student housing facility, parking structure, and hotel to leverage its health and bioscience investments. All these new improvements will complement USC's existing Health Sciences campus, which offers patient care, classrooms, and laboratory resources. This USC complex is already home to the Keck School of Medicine, the USC School of Pharmacy, and the Herman Ostrow School of Dentistry, along with two fully- owned hospitals, the 411-bed Keck Hospital and the 50-bed Norris Comprehensive Cancer Center.

The initiatives put forth by the County and USC could result in impacts not just to the respective campuses, but to the broader community as well. Currently, low-income households in the Boyle Heights and Northeast Los Angeles communities are facing rising housing costs and displacement. Residents and community leaders have

expressed concern that new large-scale development at and around the LAC+USC and the USC Health Sciences Campus may add to these pressures. Moreover, with respect to the social needs of the community, progress must be made to establish supportive services and interventions, such as child care and educational programs to stabilize vulnerable families. As anchor institutions, LA County and USC must commit to a process that prioritizes meaningful community engagement and delivers equitable development, investment and services that benefit current residents.

LA County and USC have acknowledged the need to continually and better coordinate their activities as both entities pursue their dynamic Master Plans, and the need to prioritize meaningful community engagement to ensure their efforts result in near, mid, and long-term community benefits for a broad range of stakeholders. To that end, both entities participated in a Listening Session hosted by The Wellness Center on June 22, 2016. At this meeting, community stakeholders provided a comprehensive list of community needs, ranging from workforce development, early childhood education, land use, affordable housing production and preservation, homelessness, decriminalization and restorative justice. Residents near the Los Angeles County and USC health complexes have spent years convening, developing capacity, and producing a vision for their neighborhoods. Committing to and investing in an ongoing, authentic community participation process would provide an opportunity to leverage that work, align and support concurrent efforts, and build a sustainable model of community engagement for the long term.

Through planning and collaboration among public, private, philanthropic, and non-profit sector partners, a growing and revitalized health innovation district anchored

by both LA County and USC has the potential to enhance its status as a world-class integrated health delivery and health sciences hub that provides high-quality, patient-centered care to County residents, while at the same time promoting health, wellness and the economic well-being of the communities connected to these resources. By convening a Health Innovation Community Partnership in this area near the LAC+USC Medical Center, the County can create the space and process for community stakeholders, the County, and USC to come up with a shared vision, goals, and metrics to shape development and service delivery in the area as well as put in place an ongoing forum to address the most pressing needs of the community. On January 13, 2017, the County's Community Development Commission (CDC) delivered a report on the County's bioscience initiative that identified the area surrounding LAC+USC as one of several potential opportunity sites to support this growing industry sector. The CDC report presented a number of recommended next steps for this sector initiative, the first of which was for the County to engage communities and support community partnerships to identify benefits and mitigate any negative impacts of new development. This Health Innovation Community Partnership centered around LAC+USC will allow for meaningful, front-end community engagement consistent with County goals and policies to inform the growth and development in and around this innovative health complex.

**WE THEREFORE MOVE** that the Board of Supervisors

1. Direct the Chief Executive Office to engage a third-party party consultant to initiate an ongoing partnership process between the County, the University of Southern California (USC), and community stakeholders to define a shared

vision, goals and metrics for the success of this health and health sciences complex, and ensure that the use of County assets and development in the area is responsive to community needs and priorities, and tied to near and long-term community benefits; and

2. Direct the CEO to report back in 90 days with an update on goals, workplan, and schedule for the ongoing stakeholder participation process and formation of a Health Innovation Community Partnership.

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