

## Implementation Plan, 2016-2019

<b>Health Need #1: Facility Improvements</b>	
<b>Scope</b>	Need is highly prevalent to serve and improve treatment condition for mentally ill, homeless and transitional population.
<b>Approach to address the health need</b>	Expend capital funds to make infrastructure improvements and general maintenance. Update security systems to increase safety. Introduce new electronic records system to replace the concluding EHR. Discuss possible outreach programs to promote healthcare awareness, raise funds and increase number of beds for residential programs.
<b>Programs to address the health need</b>	<p>Gateways Engineering</p> <ul style="list-style-type: none"> <li>▪ Gateways' engineering staff is the Gateways department in charge of maintenance and improving infrastructure for the main hospital and outpatient facilities according to AOA standards.</li> </ul> <p>Electronic Health Records</p> <ul style="list-style-type: none"> <li>▪ An Electronic Health Records system is the primary way to track, document and communicate client treatment.</li> </ul> <p>Normandie Village East</p> <ul style="list-style-type: none"> <li>▪ Gateways Normandie Village East is a Forensic Adult Residential Facility located in the Los Angeles area, that provides mental health services and housing for Adults ages 18-59. The program serves up to 60 adults and was developed in conjunction with the Department of Mental Health (DMH) to serve individuals who are ready for discharge from Institutions for Mental Disease (IMD), Acute Psychiatric Inpatient Unites, or Crisis Residential Facilities, who are in need of a safe place to live.</li> </ul> <p>Percy Village</p> <ul style="list-style-type: none"> <li>• Gateways Percy Village is an Adult Residential Facility (ARF) located in the Boyle Heights area, that provides mental health services and housing for Adults ages 18-59. The program can serve up to 136 adults and was developed in conjunction with the Department of Mental Health (DMH) to serve individuals who are ready for discharge from Institutions for Mental Disease (IMD), Acute Psychiatric Inpatient Unites, or Crisis Residential Facilities, who are in need of a safe place to live.</li> </ul>
<b>Planned Collaboration</b>	<p>Collaboration with contractors to perform maintenance as needed or to improve efficiency throughout facilities.</p> <p>Collaborations between EHR providers vary, including Netsmart and Welligent to determine which EHR would be appropriate. DMH, contracted with Netsmart, will also be consulted as well as Kedren, another inpatient facility changing its EHR.</p> <p>Collaboration with Department of Mental Health in making the referrals to housing and shelters. Transitional housing beds are made more available with Telecare, Special Services for Groups, and Homes for</p>

	Life.
<b>FY 2016-2019</b>	
<b>Progress to address the health need</b>	Security system upgrades, including the use of security guards, has been implemented at all facilities, as needed. New EHR System, Clinitrak, has taken the place of the sunseting EHR System, Askesis. Negotiations have been made with DMH to look into more funding for Gateways to expand delivery of mental health services in the community.
<b>Ongoing goals to address the health need</b>	Continuous monitoring of the need for security amongst the programs and sites to ensure safety. Work together with clinical team to produce all necessary documents in Clinitrak to capture all information needed to track productivity.

<b>Health Need #2: Education and Workforce Training</b>	
<b>Scope</b>	Need is highly prevalent to undereducated clients in need of educational and vocational training to adapt to the job market.
<b>Approach to address the health need</b>	Improve existing educational and vocational trainings to assist clients in obtaining their GEDs, computer skills and vocational workshops. Prove computers for clients to use to complete school work or search for work. Hire staff to potentially assist in resume writing and interview training.
<b>Programs to address the health need</b>	<p style="text-align: center;">Gateways Wellness Program</p> Gateways Wellness Program is an outpatient facility to further assist mentally ill clients who are in their final stages of the recovery process to build links with their communities that will support physical and mental health as well as foster independence and enhance continued recovery.
<b>Planned Collaboration</b>	Collaboration remains open to contracted assistance for education and vocational training.
<b>FY 2016-2019</b>	
<b>Progress to address the health need</b>	Gateways Wellness Program hired an employment coach to help clients in building resumes and improving interview skills. The coach also developed relationships with certain companies/agencies to provide placement and training for our clients, such as home depot.
<b>Ongoing goals to address the health need</b>	Place and assist clients in wanting positions to be place in jobs. Help clients build self-esteem and pride in work.

<b>Health Need #3: Homelessness</b>	
<b>Scope</b>	Need is highly prevalent to adults experiencing a mental health crisis and in need of an alternative to a locked psychiatric hospital or a step-down from the hospital to support individuals returning to the community.
<b>Approach to address the health need</b>	Use a former Gateways site to license and establish a Crisis Residential Program. Application for program has already been filed and additional surveying is required for site.
<b>Programs to address the health need</b>	Crisis Residential Program <ul style="list-style-type: none"> <li>• Crisis Residential provides shelter and social rehabilitation</li> </ul>

	treatment services to adults requiring lower level of care or emergency residential services.
<b>Planned Collaboration</b>	Collaboration with the Department of Health Care Services in developing Crisis Residential Program. Review also submitted to DSS/CCL department for surveying and licensing.
<b>FY 2016-2019</b>	
<b>Progress to address the health need</b>	Crisis Residential Program started in 2017, and has 16 beds that assists individuals who are in need of shelter and social rehabilitation services.
<b>Ongoing goals to address the health need</b>	The Crisis Residential Treatment Program continues to serve those individuals in need. Adding more beds to the program to serve more than the 16 allowed, will be in the works in the upcoming years.

<b>Health Need #4: Barriers to Accessing Health and Services</b>	
<b>Scope</b>	Need is prevalent in vulnerable, low-income, and specials-needs populations, including homeless adults and transition-age youth.
<b>Approach to address the health need</b>	Provide transportation services to low-income population and assistance to fulfill scheduled appointments and interviews. Obtain grants and funding to finance assistance programs and transportation staff.
<b>Programs to address the health need</b>	Gateways Wellness Program <ul style="list-style-type: none"> <li>▪ Gateways Wellness Program is an outpatient facility to further assist mentally ill clients who are in their final stages of the recovery process to build links with their communities that will support physical and mental health as well as foster independence and enhance continued recovery.</li> </ul> Food Vouchers/Food Gift Cards Hotel Vouchers for clients in emergency shelter, as well as food voucher dollars.
<b>Planned Collaboration</b>	Collaborations with Los Angeles Christian Health Center for the medical/health component of Gateways clients' needs.  Collaborations with Los Angeles Housing Authority (LAHSA) to help financially support dollars for hotel vouchers for emergency shelter and food vouchers.  Collaboration with food banks and United Way to supply food cards
<b>FY 2016-2019</b>	
<b>Progress to address the health need</b>	Gateways made a contract with UberHealth and Lyft Concierge to assist in transporting patients to scheduled appointments, etc.
<b>Ongoing goals to address the health need</b>	Gateways would like to secure funding specific for transportation, so the organization can hire a driver to help take patients to their scheduled appointments.

<b>Health Need #5: Access to Mental Health-Related Services</b>	
<b>Scope</b>	Need is prevalent for adolescents and adults with previous psychiatric conditions and requires further outpatient services for treatment and follow-ups.

<b>Approach to address the health need</b>	Promote and conduct adolescent and adult outpatient services to assist clients in anger management, support groups, conservator and medication adherence. Continue to perform staff training to ensure quality of care. Continue to improve services and training as needed.
<b>Programs to address the health need</b>	<p>Anger Management Counseling</p> <ul style="list-style-type: none"> <li>▪ All of Gateways’ programs provide anger management counseling. Adult outpatient clients receive anger management adherence counseling through Gateways’ Wellness Center and homeless program.</li> </ul> <p>Adolescent Support Groups</p> <ul style="list-style-type: none"> <li>▪ Gateways partners with DMH to provide intensive services for adolescent clients. Gateways Child and Adolescent Outpatient program provides psychiatric, medical, social, and educational support. NAMI is a referral source that can address adolescent needs for peer support groups.</li> </ul> <p>Conservator Education Workshops</p> <ul style="list-style-type: none"> <li>▪ Gateways partners with L.A. Public Guardian and private conservators on educating the needs for conservatorship.</li> </ul> <p>Medication Adherence Services</p> <ul style="list-style-type: none"> <li>▪ Gateways Child and Adolescent Outpatient and Wellness Center both offer medication adherence services for adolescent and adult, respectively.</li> </ul> <p>Staff Training for Behavioral Interventions</p> <p>UniHealth Foundation and a DMH-led initiative, Health Neighborhoods, fund and conduct staff training to improve quality of care through coordination of mental health, substance use, and public health services.</p>
<b>Planned Collaboration</b>	<p>Collaboration with the Los Angeles Department of Mental Health (DMH) to provide intensive services. DMH’s Health Neighborhoods to provide SPA 4 training to improve quality of care through coordination of mental health, substance use and public health services.</p> <p>Collaboration with National Alliance on Mental Illness (NAMI) for adolescent peer support groups.</p> <p>Collaboration with L.A. Public Guardian’s Office to improve communication with conservators.</p> <p>Collaboration with UniHealth Foundation as a partner for Gateways evidence-based practices training.</p>
<b>FY 2016-2019</b>	
<b>Progress to address the health need</b>	More specific training for staff has been implemented. Collaborations between DMH, NAMI, the LA Public Guardian’s Office, and UniHealth, has been made to add to the resources available to individuals seeking mental health related assistance.
<b>Ongoing goals to address the health</b>	Continue to add more resources for individuals seeking mental health related assistance. Stay up to date on necessary trainings for staff to

<b>need</b>	improve quality of care to clients.
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<b>Health Need #6: Family Involvement Programs</b>	
<b>Scope</b>	Need is prevalent for parents of adolescent inpatients who are experiencing their first psychiatric and parents of adolescent outpatient clients that need counseling on self-care and problem solving for mentally ill adolescent.
<b>Approach to address the health need</b>	Offer 12-week counseling course to parents of adolescents admitted to Gateways inpatient. Provide therapy and education to parents of outpatient clients through Gateways Child and Adolescent Outpatient Program.
<b>Programs to address the health need</b>	<p>Family to Family Group</p> <ul style="list-style-type: none"> <li>▪ Family to Family is a free 12-week course hosted by NAMI to help family, significant others and friends of people living with mental illness. It teaches coping and problem-solving abilities of the people closest to an individual living with a mental health condition.</li> </ul> <p>Gateways Child and Adolescent Outpatient Program</p> <ul style="list-style-type: none"> <li>• Gateway's Child and Adolescent Outpatient Program integrates psychological, medical, social and educational services to meet the mental health needs of severely disturbed children and adolescents in the community.</li> </ul>
<b>Planned Collaboration</b>	Collaboration with National Alliance on Mental Illness (NAMI) on providing contacts on Family to Family therapy group.
<b>FY 2016-2019</b>	
<b>Progress to address the health need</b>	Families have been referred to NAMI to take part in the Family to Family 12-week course. GCAOP has proactively involved families in clients' plan of care, and has educated parents/guardians on the therapy/counseling that is received by the client.
<b>Ongoing goals to address the health need</b>	Ensure all families are given the opportunity to be included in the plan of care of their family member. Offer more educational sessions in house to family members to promote familial involvement.

<b>Health Need #7: Mental Health Linkages for Forensic Populations</b>	
<b>Scope</b>	Need is prevalent for creating additional contacts and partnerships for treating the mentally ill, those that require a lower level of care and mentally incompetent to stand trial.
<b>Approach to address the health need</b>	Remain in contact with additional facilities through DMH, other acute psychiatric facilities, teaching programs and prisons; and seek ways to accommodate the needs of these programs with Gateways.
<b>Programs to address the health need</b>	Additional Mental Health Facilities
<b>Planned Collaboration</b>	Current collaboration includes the Department of Mental Health (DMH), Kedren Community Health Center, West Coast University Nursing Program, Cal State Los Angeles Nursing Department and Twin Towers Correctional Facilities. Gateways will continue to be open to more partnerships as they become available.

<b>FY 2016-2019</b>	
<b>Progress to address the health need</b>	Collaboration has been made with DMH, Kedren Community Health Center, West Coast University, Cal State Los Angeles, the Twin Towers Correctional Facilities, and other organizations to have as resources and partners in treating the mental health population in Los Angeles.
<b>Ongoing goals to address the health need</b>	Make more collaborative efforts to increase the number of resources for the forensic population to utilize when in need.

IRS guidelines define a nonprofit hospital facility's implementation strategy as a written plan that, with respect to each significant health need identified through the CHNA, either 1) describes how the hospital facility plans to address the health need or 2) identifies the health need as one the hospital facility does not intend to address and explains why the hospital facility does not intend to address the health need.

### **Implementation Plan, 2020-2022**

<b>Health Need #1: Facility &amp; Infrastructure Improvements, Staff Training</b>	
Scope	Need is highly prevalent to serve and improve treatment condition for mentally ill, homeless and transitional population.
Approach to address the health need	<p>Expend capital funds to make infrastructure improvements and general maintenance. Update security systems to increase safety. Finalize implementing new Electronics Records System. Discuss possible outreach programs to promote healthcare awareness, raise funds and increase number of beds for residential programs.</p> <p>Provide all necessary trainings to staff to maintain up to date with requirements and protocols set forth by governing agencies, and adapting work environment and community.</p>
Programs to address the health need	<p>Gateways Engineering</p> <ul style="list-style-type: none"> <li>▪ Gateways' engineering staff is the Gateways department in charge of maintenance and improving infrastructure for the main hospital and outpatient facilities according to AOA standards.</li> </ul> <p>Electronic Health Records</p> <ul style="list-style-type: none"> <li>▪ An Electronic Health Records system is the primary way to track, document and communicate client treatment.</li> </ul> <p>Normandie Village East</p> <ul style="list-style-type: none"> <li>▪ Gateways Normandie Village East is a Forensic Adult Residential Facility located in the Los Angeles area, that provides mental health services and housing for Adults ages 18-59. The program serves up to 60 adults and was developed in conjunction with the Department of Mental Health (DMH) to serve individuals who are ready for discharge from Institutions for Mental Disease (IMD), Acute Psychiatric Inpatient Unites, or Crisis Residential Facilities, who are in need of a safe place to live.</li> </ul> <p>Percy Village</p>

	<ul style="list-style-type: none"> <li>Gateways Percy Village is an Adult Residential Facility (ARF) located in the Boyle Heights area, that provides mental health services and housing for Adults ages 18-59. The program can serve up to 136 adults and was developed in conjunction with the Department of Mental Health (DMH) to serve individuals who are ready for discharge from Institutions for Mental Disease (IMD), Acute Psychiatric Inpatient Unites, or Crisis Residential Facilities, who are in need of a safe place to live.</li> </ul> <p>In-Patient Programs</p> <ul style="list-style-type: none"> <li>Gateways Inpatient programs serve both adolescent patients, ages 13-17, and adult patients, ages 18-59, with over 50 available inpatient beds in total. It is an intensive therapy program that includes diagnostic and evaluation services, that consists of a multidisciplinary staff with expertise in psychiatric and psychological care of individuals with mental disorders and/or substance abuse/dependency.</li> </ul> <p>Residential Care Facilities</p> <p>Percy Village, Normandie Village, and Gateways' Crisis Residential Program (CRTP) are Adult Residential Facilities that provides mental health services and housing for Adults ages 18-59. Normandie Village can serve up to 60 adults, Percy Village can serve up to 136 adults, and CTRP typically serves up to 16 adults.</p>
Planned Collaboration	<p>Collaboration with contractors to perform maintenance as needed or to improve efficiency throughout facilities.</p> <p>Collaborations between EHR Provider, Clinitrak, and the Department of Mental Health.</p> <p>Collaboration with Department of Mental Health in making the referrals to housing and shelters. Transitional housing beds are made more available with Telecare, Special Services for Groups, and Homes for Life.</p> <p>Collaborations with the Department of Mental Health, Department of Health Care Services, and Department of Health Services for staff training.</p> <p>Collaboration with Paycom to provide online training.</p>
FY 2020 Plan	
Goals to address the need	<p>Upgrade video security system around outpatient facilities to ensure client protection and prevent deterrents for a structured environment. Light fixtures enhanced to ensure safety and efficiency. Flooring to be repaired as needed. Doors to be maintained according to facilities' needs. Improved transportation remains a constraint due to lack of funds, funding opportunities to remedy this will be explored.</p>

	<p>Implement and finalize last portion of Electronic Health Records for hospital inpatient program.</p> <p>Residential facilities are expected to increase in capacity to accommodate more clients. Continue to provide mental health services to help clients to reintegrate into the community while providing them residence.</p> <p>Yearly Mandatory Trainings for all employees.</p>
Measurable Objectives and indicators	<p>Quality of improvements and timely response to needed maintenance.</p> <p>The number of facilities/departments utilizing the system and patients documented and treated with new EHR. Productive billing.</p> <p>The number of clients served admitted in residential program and receiving mental health services. Increased number of patients served in ensuing years as program capacity increases through collaborations, streamlined operations, or new funding sources.</p> <p>100% of all trainings completed by staff.</p>
FY 2021 Plan	
Goals to address the need	Same as previous year.
Measurable Objectives and indicators	Same as previous year.
FY 2022 Plan	
Goals to address the need	Same as previous year.
Measurable Objectives and indicators	Same as previous year.

<b>Health Need #2: Improved Placement for Homeless Patients</b>	
Scope	Need is highly prevalent to adults experiencing a mental health crisis and in need of an alternative to a locked psychiatric hospital or a step-down from the hospital to support individuals returning to the community.
Approach to address the health need	Move Gateways Homeless Program into a bigger site, and collaborate with People Assisting and Treating Homelessness (PATH) to expand homeless services.
Programs to address the health need	<p>Gateways Homeless Program</p> <ul style="list-style-type: none"> <li>• Gateways Homeless Program offers services such as needs assessments, individual and group counseling, case management,</li> </ul>



	psychiatric evaluation and medical support, linkage to housing, health, vocation, and other community resources, and housing.
Planned Collaboration	Collaboration with People Assisting and Treating Homelessness (PATH) to expand Homeless Services.
FY 2020 Plan	
Goals to address the need	Move Homeless Program into PATH Building .
Measurable Objectives and indicators	Obtain Fire Clearance Permit for new location, and notify DMH of relocation of Provider Number.
FY 2021 Plan	
Goals to address the need	Finish any certification procedures needed and open Crisis Residential Program.
Measurable Objectives and indicators	The number of clients admitted to Crisis Residential and the projected number of clients.
FY 2022 Plan	
Goals to address the need	Same as previous year.
Measurable Objectives and indicators	Same as previous year.

<b>Health Need #3: Decrease Barriers to Accessing Health Care and Services</b>	
Scope	Need is highly prevalent in vulnerable, low-income, and specials-needs populations, including homeless adults and transition-age youth.
Approach to address the health need	Provide transportation services to low-income population and assistance to fulfill scheduled appointments and interviews. Obtain grants and funding to finance assistance programs and transportation staff.
Programs to address the health need	<p>Gateways Wellness Program</p> <ul style="list-style-type: none"> <li>▪ Gateways Wellness Program is an outpatient facility to further assist mentally ill clients who are in their final stages of the recovery process to build links with their communities that will support physical and mental health as well as foster independence and enhance continued recovery.</li> <li>▪ Clinical and social rehabilitation groups, psychiatrist and medication treatment, job information and computer access.</li> </ul> <p>Transportation</p> <ul style="list-style-type: none"> <li>▪ Transportation for clients to Gateways programs, doctors' appointments, interviews, etc.</li> </ul>
Planned Collaboration	Collaborations with Los Angeles Christian Health Center for the medical/health component of Gateways clients' needs.

	<p>Collaborations with Los Angeles Housing Authority (LAHSA) to help financially support dollars for hotel vouchers for emergency shelter and food vouchers.</p> <p>Collaborations with UberHealth and Lyft to assist in transporting clients to Gateways programs, doctors' appointments, interviews, etc.</p>
FY 2020 Plan	
Goals to address the need	Continue to provide clinical services to clients requiring treatment and access to community information and computer access. Continue to provide food and hotel vouchers for clients in need of food and shelter.
Measurable Objectives and indicators	The number of clients served in groups or treated by physicians. Population served is to increase due to more referrals to Wellness Program and obtaining funds to maintain services.
FY 2021 Plan	
Goals to address the need	Same as previous year.
Measurable Objectives and indicators	Same as previous year.
FY 2022 Plan	
Goals to address the need	Same as previous year.
Measurable Objectives and indicators	Same as previous year.

<b>Health Need #4: Expanding Programming Services</b>	
Scope	Need is prevalent for adolescents and adults with previous psychiatric conditions and requires further outpatient services for treatment and follow-ups.
Approach to address the health need	Promote and conduct adolescent and adult outpatient services to assist clients in anger management, support groups, conservator and medication adherence. Continue to perform staff training to ensure quality of care. Continue to improve services and training as needed.
Programs to address the health need	<p>Anger Management Counseling</p> <ul style="list-style-type: none"> <li>▪ All of Gateways' programs provide anger management counseling. Adult outpatient clients receive anger management adherence counseling through Gateways' Wellness Center and homeless program.</li> </ul> <p>Adolescent Support Groups</p> <ul style="list-style-type: none"> <li>▪ Gateways partners with DMH to provide intensive services for adolescent clients. Gateways Child and Adolescent Outpatient program provides psychiatric, medical, social, and educational support. NAMI is a referral source that can address adolescent needs for peer support groups.</li> </ul> <p>Conservator Education Workshops</p>

	<ul style="list-style-type: none"> <li>▪ Gateways partners with L.A. Public Guardian and private conservators on educating the needs for conservatorship.</li> </ul> <p>Medication Adherence Services</p> <ul style="list-style-type: none"> <li>▪ Gateways Child and Adolescent Outpatient and Wellness Center both offer medication adherence services for adolescent and adult, respectively.</li> </ul> <p>Staff Training for Behavioral Interventions</p> <p>DMH-led initiative, Health Neighborhoods, fund and conduct staff training to improve quality of care through coordination of mental health, substance use, and public health services.</p>
Planned Collaboration	<p>Collaboration with the Los Angeles Department of Mental Health (DMH) to provide intensive services. DMH's Health Neighborhoods to provide SPA 4 training to improve quality of care through coordination of mental health, substance use and public health services.</p> <p>Collaboration with National Alliance on Mental Illness (NAMI) for adolescent peer support groups.</p> <p>Collaboration with L.A. Public Guardian's Office to improve communication with conservators.</p>
FY 2020 Plan	
Goals to address the need	<p>Continue to conduct adolescent and adult outpatient services for anger management, support groups, conservator and medication adherence. Encourage clients to attend groups, accommodate scheduling when possible and issue referrals to collaborates' outpatient services.</p> <p>Improve the education of staff through evidence-based practices training. Improvements on staff availability will involve hiring the appropriate number of staff for each facility, pending funding constraints.</p>
Measurable Objectives and indicators	<p>The number of clients that regularly attend outpatient services and adherence to individual treatment.</p> <p>The amount of staff available and the reduced number of additional staff needed to perform outpatient services.</p>
FY 2021 Plan	
Goals to address the need	Same as previous year.
Measurable Objectives and indicators	Same as previous year.
FY 2022 Plan	
Goals to address the need	Same as previous year.

Measurable Objectives and indicators	Same as previous year.
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