

**GATEWAYS HOSPITAL**  
**AND MENTAL HEALTH CENTER**



**Community Benefits Plan**  
**2023**

## **Gateways Hospital 2023 Community Benefits Plan**

### **Introduction: Gateways Hospital 2023 Community Benefits Plan**

In accordance with California Senate Bill 697, Community Benefits Legislation, Gateways Hospital & Mental Health Center (Gateways), a private nonprofit hospital, submits this community benefits plan (CBP) for 2023.

California Senate Bill 697 requires as part of the CBP that a nonprofit hospital to 1) reaffirm its mission statement to ensure that the policies integrate and reflect the public interest in meeting its responsibilities as a nonprofit organization and 2) adopt and file a CBP<sup>1</sup> documenting its activities to address the needs identified and prioritized in its most recent community health needs assessment (CHNA).

To assist with collecting feedback from the local community about community health needs and efforts to address them, the most recently conducted CHNA and all subsequent CBPs are posted on Gateways' website, [www.gatewayshospital.org](http://www.gatewayshospital.org).

### **Gateways Hospital & Mental Health Center**

Gateways was established in 1953 as an independent nonprofit, non-sectarian institution affiliated with the Jewish Federation Council of Los Angeles. Gateways has been a provider of acute behavioral health services in the communities of Silver Lake, Echo Park, and Boyle Heights since 1953, 1961, and 2005, respectively. The majority of the hospital's patients are low income and have serious mental health issues, and a large number are homeless. An acute psychiatric facility that has both involuntary patients and outpatient programs, Gateways staff includes psychiatrists, internists, registered nurses, licensed vocational nurses, psychologists, social workers, and mental health workers, as well as a range of support personnel. Programs offered at Gateways are delivered through inpatient care, residential services, and outpatient clinics. A significant percentage of the patient population is involved in the legal/justice system.

Gateways Hospital has 55 acute psychiatric beds and has been accredited by the American Osteopathic Association/Healthcare Facilities Accreditation Program (AOA/HFAP) since 2006. Inpatients are mostly referred by Los Angeles County psychiatric emergency rooms and are brought to the facility by ambulance. This broadens the demographic region of patients, but approximately 55% of patients are admitted from the local metro service area, Los Angeles County Service Planning Area 4 (SPA 4), for treatment. With more than 65 years of community-based services, Gateways has strong relationships with hospitals, Federally Qualified Health Centers, and mental health clinics in the local community, which enables it to work collaboratively with patients and clients, homeless agencies, law enforcement, local schools, and behavioral health agencies within the scope of the service encashment area. Most of Gateways' hospital funding comes from the Los Angeles County Department of Mental Health, while its outpatient programs are funding through a variety of state and local sources. Gateways is a Short Doyle provider for individuals having no health insurance to cover their hospitalization.

Many universities and vocational programs rotate students through the hospital, making education one of Gateways' primary non-economic community benefits provided. Medical students and other students in healthcare-related fields come from several nursing programs

including West Coast University, Los Angeles Valley College, and California State University, Los Angeles, as well as health psychology students at California State University, Long Beach. Additionally, Gateways hosts a rotation for third-year medical students at the University of Southern California, as well as additional students from occupational therapy, social work, and psychology programs across the county.

Gateways advocates for the needs of its mental health clients as a member of the Hospital Association of Southern California (HASC) and the Association for Community Human Services Agencies (ACHSA). Gateways has aided its community by working collaboratively to address community gang issues, mental health education, parental support, and neighborhood watch regarding violence and burglaries.

### **Mission, Vision and Values**

Gateways maintains mental health facilities and programs, including an acute care psychiatric hospital, to serve the needs of individuals with mental illness and others requiring inpatient, outpatient, and residential treatment and care regardless of race, creed, national origin, or sex, including persons referred to or placed in such facilities or programs by courts or other public agencies.

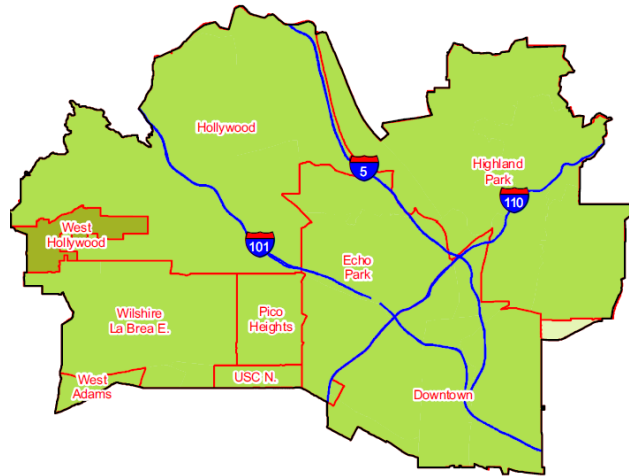
Gateways' vision is to serve the most vulnerable populations, regardless of their ability to pay, with a caring and nurturing approach, providing quality health resources in a cost-effective manner. Using a performance monitoring process, Gateways maintains efficient and continuous quality improvement for all patients and program clients. Gateways' value in creating access to its programs regardless of one's ability to pay is an important community benefit, as is its onsite provision of both acute, involuntary inpatient psychiatric care and outpatient services in less restrictive settings.

Gateways' core value is to strive to provide the best mental health care by treating patients and clients with dignity and respect no matter what their psychological or physical health conditions. Treatment is focused on teamwork, respect, and innovation.

Gateways continues to develop and change programs based on community needs for service delivery beyond the traditional inpatient setting. Gateways has developed and continues to refine its outpatient mental health treatment programs to be community-based (such as the Wellness Program, Homeless Services Program, and its residential programs) as well as by incorporating evidence-based best practices into treatment modalities.

For the purposes of this community benefits plan, community health needs are defined as those identified from Gateways staff and program participants.

## Los Angeles County Service Planning Area 4 – Geographic Area and ZIP Codes



Gateways Hospital and Mental Health Center is located in Service Planning Area (SPA) 4 of Los Angeles County, spanning from West Hollywood to Highland Park, Downtown, Echo Park, and the Wilshire-La Brea East corridor.

SPA 4 includes the communities of Angelina Heights, Atwater Village, Boyle Heights, Carthay, Central City, Central, Chinatown, Cloverdale/Cochran, Country Club Park, Downtown L.A., Eagle Rock, East Hollywood, Echo Park, El Sereno, Elysian Park, Elysian Valley, Faircrest Heights, Glassell Park, Hancock Park, Harvard Heights, Highland Park, Historic Filipinotown, Hollywood Hills, Hollywood, Koreatown, Lafayette Square, Lincoln Heights, Little Armenia, Little Bangladesh, Little Tokyo, Longwood, Los Feliz, Melrose, Mid-City, Miracle Mile, Monterey Hills, Mt. Washington, Park La Brea, Pico-Union, Silverlake, South Carthay, St. Elmo Village, Temple-Beaudry, Thai Town, University Hills, Victoria Park, Wellington Square, West Adams, West Hollywood, Westlake, Wholesale District, and Wilshire Center.<sup>2</sup>

The following ZIP codes are included in SPA 4<sup>3</sup>

90004	90017	90029	90042	90065	90078
90005	90018	90031	90046	90068	90079
90006	90019	90032	90048	90069	90081
90007	90020	90033	90050	90070	90084
90010	90021	90035	90053	90071	90086
90012	90023	90036	90054	90072	90087
90013	90026	90038	90055	90074	90088
90014	90027	90039	90057	90075	90093
90015	90028	90041	90060		

ZIP codes 90050, 90053, 90054, 90055, 90060, 90070, 90072, 90074, 90075, 90078, 90079, 90081, 90084, 90086, 90087, 90088 and 90093 were not tabulated in the 2021 ACS.

<sup>2</sup> *Service Planning Areas (SPAs) for Los Angeles County, California.* (n.d.). Retrieved September 12, 2022, from <https://www.laalmanac.com/health/he798.php>

<sup>3</sup> *Postal Zip Codes by Community in Los Angeles County, California.* (n.d.). Retrieved September 12, 2022, from [https://www.laalmanac.com/communications/cm02\\_communities.php](https://www.laalmanac.com/communications/cm02_communities.php)

## Demographic Profile

### Ethnic Diversity

Comparatively, SPA 4 has a slightly smaller White population than the rest of Los Angeles County and California as a whole. It has a slightly lower percentage of Black or African American residents compared to all of Los Angeles County, but about the same as the State of California. It also has a larger Asian population than California and the rest of Los Angeles County. Latino/Hispanic ethnicities are categorized under “Some other race.”

	SPA 4	Los Angeles County	California
Hispanic or Latino (of any race)	44.6%	48.7%	39.5%
<b>Population of one race:</b>			
Non-Hispanic-White	27.8%	25.5%	35.8%
White	43.3%	43.7%	52.1%
Black or African American	7.3%	7.9%	5.7%
American Indian or Alaska Native	1%	0.9%	0.9%
Asian	16.81%	14.8%	14.9%
Native Hawaiian and Other Pacific Islander	0.18%	0.2%	0.4%
Some other race	22.7%	22%	15.3%
<b>Population of two races:</b>			
White; Black or African American	0.7%	0.6%	0.8%
White; American Indian and Alaska Native	0.4%	0.4%	0.7%
White; Asian	1.2%	1.3%	1.6%
Black or African American; American Indian and Alaska Native	0.1%	0.1%	0.1%

*Data source: American Community Survey Five-Year Estimates (2017-2021) for SPA4.<sup>4</sup>*

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<sup>4</sup> U.S. Census Bureau (n.d.). *American Community Survey 5-Year Data (2017-2021)*. Census.Gov. Retrieved November 10, 2023, from <https://www.census.gov/data/developers/data-sets/acs-5year.html>

## Age Distribution

Service Area 4 has an age distribution largely the same as the populations of Los Angeles County and California. There are slightly less people under age 20 than the rest of Los Angeles County and across California. There is also a larger percentage of residents aged 25 to 34 (22%) and 35 to 44 (15.7%) compared to both the County and the State.

	SPA 4	Los Angeles County	California
Under 5 years	4.3%	5.7%	6%
5 to 9 years	4.1%	5.8%	6.2%
10 to 14 years	4.1%	6.4%	6.7%
15 to 19 years	4.4%	6.3%	6.6%
20 to 24 years	6.9%	6.7%	6.7%
25 to 34 years	22%	16%	15.1%
35 to 44 years	15.7%	13.7%	13.3%
45 to 54 years	13.1%	13.9%	13.5%
55 to 59 years	6.4%	6.4%	6.3%
60 to 64 years	5.1%	5.8%	5.8%
65 to 74 years	7.1%	8%	8.5%
75 to 84 years	3.8%	3.8%	4%
85 years and older	2.4%	1.9%	1.8%

Data source: American Community Survey Five-Year Estimates (2017-2021) for SPA4.<sup>5</sup>

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<sup>5</sup> Ibid.

## Economic Diversity

SPA 4 has a greater proportion of lower-income households and lesser proportion of higher-income households compared to Los Angeles County and California. More people in the SPA 4 area make less than \$10,000 per year (8.1%) and between \$10,000 to \$24,999 per year (16.3%). In addition, only 42.3% of SPA 4 residents make more than \$75,000 per year, compared to 50.7% of the County and 54.8% of California as a whole.

	SPA 4	Los Angeles County	California
Less than \$10,000	8.1%	5.4%	4.6%
\$10,000 to \$14,999	7.9%	4.3%	3.6%
\$15,000 to \$24,999	8.4%	7%	6.2%
\$25,000 to \$34,999	8.1%	7.2%	6.7%
\$35,000 to \$49,999	10.1%	10%	9.4%
\$50,000 to \$74,999	14.7%	15.4%	14.7%
\$75,000 to \$99,999	10.7%	12.4%	12.3%
\$100,000 to \$149,999	13.3%	16.8%	17.5%
\$150,000 to \$199,999	6.8%	9%	9.9%
\$200,000 or more	11.5%	12.5%	15.1%

Data source: American Community Survey Five-Year Estimates (2017-2021) for SPA4.<sup>6</sup>

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<sup>6</sup> Ibid

## Education Attainment

In SPA 4 there is a bigger difference between both lower and higher levels of education attainment compared to California and other parts of the County. There are more people with less than a 12th grade education (21.7%), but also more people with bachelor's degrees as their highest level of education attainment (26.3%). The percentage of people with graduate or professional degrees is similar to the rest of Los Angeles County and California.

	SPA 4	Los Angeles County	California
Less than 9 <sup>th</sup> grade	13.5%	11.7%	8.7%
9 <sup>th</sup> to 12 <sup>th</sup> grade, no diploma	8.2%	8.2%	7.1%
High School graduate (includes equivalency)	18.3%	20.4%	20.4%
Some college, no degree	15.3%	18.6%	20.5%
Associate degree	5.3%	7%	8%
Bachelor's degree	26.3%	22.1%	21.9%
Graduate or professional degree	12.8%	11.9%	13.4%
High school graduate or higher	78.1%	80%	84.2%
Bachelor's degree or higher	39.2%	34%	35.3%

*Data source: American Community Survey Five-Year Estimates (2017-2021) for SPA4.<sup>7</sup>*

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<sup>7</sup> Ibid



## Community Health Needs in Service Area 4

### Summary of Identified Community Health Needs

1. Address physical health services for Mental Health Patients.
  - Increase access to specialty physical health care services that are not currently available at Gateways Hospital, including imaging services (MRI/CT scan, etc.), care for people with HIV/AIDS, dental care, etc.
  - Improve preventative health care services, such as routine/annual exams, help with medication adherence, girls' and women's health care services, sexual health, etc.
  - Improve comfort of residential spaces.
2. Improve staff continuity and retention.
  - Improve continuity of care for patients through reduced staff turnover, lower caseloads, and fewer case manager changes.
  - Explore options to enhance pay and benefits for staff.
  - Expand management team and offer expanded management training.
3. Expand lifestyle/social skill building programming for Mental Health Patients.
  - Provide education and programming on comprehensive health and wellness literacy.
  - Enhance programs to build social skills.
  - Expand outdoor activity options.
  - Expand family visiting and options for patients to gain day passes/time away from facility.
4. Ensure adequate community-based wrap around services and case management services for discharged patients.
  - Improve or expand programming offered through partnerships.  
Improve access to vocational and education programs or improved access to such programs.
  - Offer anger management classes, for both adolescents and adults.
  - Improve scheduling for outside health appointments.

### Activities to Meet Identified Needs and Economic Value

All the needs identified in the assessment are being addressed by current Gateways programming and partnerships. Physical health needs are addressed through a family nurse practitioner program, a transportation program offered through Queens Care, and dental and optometry services offered through Chinatown Service Center. Staff continuity and retention needs are addressed through implementation of ongoing changes in CalAIM and State of California reimbursement policies, as well as implementation of SB 525 minimum wage needs, the pilot of a 9-80 shift, and continued negotiations with other funders. Lifestyle/social skill building are addressed through off-site excursions and a sensory program offered by the USC Occupational Therapy Department. Partnership expansion needs are addressed through partnerships with the Delta Foundation, Queens Care, Los Angeles Unified School District, Chinatown Service Center, and Elevate.

Legislation requires that Gateways report community benefit spending attributable to charity care, the unpaid cost of government-sponsored health care programs, and community benefit programs and activities. The total value of these community benefits is summarized in the table below:

<b>Community Benefit Financial Categories</b>	<b>Net Benefit</b>
Financial Assistance <sup>8</sup>	\$0
Unpaid Costs of Medi-Cal <sup>9</sup>	\$0
Unpaid Costs of Medicare	\$0
Unpaid Costs of Specialty Government Programs	\$0
Other Community Benefit Programs <sup>10</sup>	\$1,407,000
<b>Total Community Benefit</b>	<b>\$1,407,000</b>

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<sup>8</sup> Financial Assistance includes traditional charity care write-offs to eligible patients at reduced or no cost based on the individual patient's financial situation. Financial Assistance or Charity Care does not include costs for patients who had commercial insurance but could not afford their out-of-pocket costs.

<sup>9</sup> Unpaid costs of public programs include the difference between costs to provide a service and the rate at which the hospital is reimbursed.

<sup>10</sup> See Appendix A for calculation of other community benefit programs.

## Community Benefits Report and Plan

<b>Health Need #1: Address Physical Health Services for Mental Health Patients</b>	
<b>Scope</b>	Hospital and program staff, as well as program clients, report that Gateways patients with mental illness frequently have physical comorbidities. Some physical conditions require specialty care that Gateways cannot currently provide. Other conditions could be stopped with stronger preventative care. Staff also reported that transportation barriers and low comfort in the Gateways facility sometimes keep clients from accessing or continuing care.
<b>Approach to address the health need</b>	Since 2019, Gateways has hired several family nurse practitioners who are able to provide medical care on site. In the past year, Gateways has also implemented a grant from Queens Care to use towards client transportation, and now has an active dental and optometry partnership with Chinatown Service Center. Gateways will continue building on the strengths of these programs and expand to meet the goal further as more funds and partnerships become available.
<b>Programs to address the health need</b>	<ul style="list-style-type: none"> <li>• Family nurse practitioner program.</li> <li>• Expanded transportation program funded by Queens Care.</li> <li>• Dental and optometry services partnership with Chinatown Service Center.</li> </ul>
<b>Planned collaboration</b>	<ul style="list-style-type: none"> <li>• Transportation program funded by Queens Care.</li> <li>• Dental and optometry services from Chinatown Service Center.</li> <li>• More collaborations as funding and partnerships become available.</li> </ul>
<b>Community benefit category</b>	<ul style="list-style-type: none"> <li>• Enhancement of access to health care or related services that contribute to a healthier community.</li> <li>• Health care services rendered to vulnerable populations.</li> <li>• Food, shelter, clothing, education, transportation, and other goods or services that help maintain a person's health.</li> </ul>
<b>FY 2023 Progress</b>	
<b>Goals to address the need</b>	<ul style="list-style-type: none"> <li>• Increase access to specialty physical health care services that are not currently available at Gateways Hospital, including imaging services (MRI/CT scan, etc.), care for people with HIV/AIDS, dental care, etc.</li> <li>• Improve preventative health care services, such as routine/annual exams, help with medication adherence, girls' and women's health care services, sexual health, etc.</li> <li>• Improve comfort of residential spaces.</li> <li>• Create stable and reliable transportation programs for residents.</li> </ul>
<b>Measurable objectives and indicators</b>	<ul style="list-style-type: none"> <li>• Successful expansion of existing health and wellness literacy programming (e.g., RN wellness sessions).</li> <li>• Monthly inpatient and outpatient satisfaction survey rankings continue to be evaluated quarterly.</li> <li>• Gateways prioritizes patient complaint submissions, with all complaints requiring a hospital response within seven days and 30 days for outpatient programs.</li> </ul>

<b>Actions taken to achieve goal</b>	<ul style="list-style-type: none"> <li>• Hired additional family nurse practitioners to provide care on site.</li> <li>• Implemented transportation grant from Queens Care by purchasing minivan to transport clients to medical appointments.</li> <li>• Implemented partnership with Chinatown Service Center to provide dental and optometry services to inpatient clients.</li> <li>• Received another transportation grant from Queens Care.</li> </ul>
<b>Program performance</b>	<ul style="list-style-type: none"> <li>• Nurse family practitioners have been hired and are able to provide many health services on site.</li> <li>• Queens Care grant has allowed Gateways to purchase a van, improving transportation services for clients.</li> <li>• Partnership with Chinatown Service Center provides dental and optometry services to inpatient clients, and is now expanding to outpatient clients, including youth.</li> <li>• Gateways tracks all complaints and responses to ensure complaints are resolved.</li> <li>• Gateways is in contact with its staff and continually takes feedback.</li> </ul>

<b>Health Need #2: Improve Staff Retention Rates</b>	
<b>Scope</b>	<p>Gateways clients experience disruptions in care when staff who work with them leave their positions. Hospital and program staff are concerned that turnover lowers the quality of care that clients receive and makes it more difficult for staff to do their jobs. Staff strongly suggested that improved benefits and pay would help decrease turnover rates. Gateways leadership called for expanded leadership training, especially “nuts and bolts” leadership to support the growth of staff moving into management roles.</p>
<b>Approach to address the health need</b>	<p>Create funding conditions that will allow Gateways to increase pay and benefits for staff, decreasing turnover. Create a “nuts and bolts” of leadership training to improve internal leadership pipeline.</p>
<b>Programs to address the health need</b>	<ul style="list-style-type: none"> <li>• Implementation of changes in CalAIM and other reimbursements to create more resources for staff pay and benefits.</li> <li>• Implementation of State of California Health &amp; Human Services Agency loan repayment grant.</li> <li>• Implementation of SB 525 minimum wage.</li> <li>• Pilot of 9-80 shift.</li> <li>• Mentor internship program.</li> <li>• Continued negotiations with state for improved contract conditions.</li> </ul>
<b>Planned collaboration</b>	<p>No collaborations planned.</p>
<b>Community benefit category</b>	<ul style="list-style-type: none"> <li>• Enhancement of access to health care or related services that contribute to a healthier community.</li> </ul>
<b>FY 2023 Progress</b>	

<b>Goals to address the need</b>	<ul style="list-style-type: none"> <li>• Improve continuity of care for patients through reduced staff turnover, lower caseloads, and fewer case manager changes.</li> <li>• Explore options to enhance pay and benefits for staff.</li> <li>• Expand management team and offer expanded management training.</li> </ul>
<b>Measurable objectives and indicators</b>	<ul style="list-style-type: none"> <li>• Successful implementation of management training package.</li> <li>• Number of caseloads per staff member decreases.</li> <li>• Number of case manager changes decreases.</li> <li>• Retention rates meaningfully increase within two years.</li> </ul>
<b>Actions taken to achieve goal</b>	<ul style="list-style-type: none"> <li>• Continued discussions at executive level about changing the salary offered to therapists, especially to make it more competitive with other employers.</li> <li>• Continued discussions with the Department of Mental Health to improve the provisional rates used in contracts.</li> <li>• Continued negotiations with CalAIM. Positive changes in CalAIM policy will be used to make more resources available for staff.</li> <li>• Offered signing bonuses and allowed remote work in some positions.</li> <li>• Began implementing a \$700,000 loan repayment program from the State of California Health &amp; Human Services Agency.</li> <li>• Launched pilot version of 9-80 shift. Will assess and potentially expand.</li> <li>• Received mentor internship program grant, providing \$2.5 million for professional intern training across 3 years.</li> </ul>
<b>Program performance</b>	<ul style="list-style-type: none"> <li>• Offered signing bonuses and allowed remote work when possible.</li> <li>• Launched a pilot version of 9-80 shift, which will be assessed and potentially expanded.</li> <li>• Began implementing loan repayment program.</li> <li>• Received and began to implement a \$2.5 million program for professional intern training.</li> </ul>

<b>Health Need #3: Lifestyle/Social Skill Building Programming for Mental Health Patients.</b>	
<b>Scope</b>	Gateways staff and clients report that patients would benefit from building stronger social skills and general life skills, which would aid them as they navigate relationships, life challenges, and health situations. Suggested programming included education on comprehensive health and wellness literacy, programs to build social skills, outdoor activity options, and expanded family visiting options.
<b>Approach to address the health need</b>	Offer lifestyle and social skill building programs. Have staff qualitatively assess clients' knowledge and skill levels in lifestyle and social skills.
<b>Programs to address the health need</b>	<ul style="list-style-type: none"> <li>• Off-site excursions led by Gateways staff.</li> <li>• Sensory program offered by USC Occupational Therapy Department.</li> </ul>

<b>Planned collaboration</b>	<ul style="list-style-type: none"> <li>• USC Occupational Therapy Department</li> </ul>
<b>Community benefit category</b>	<ul style="list-style-type: none"> <li>• Enhancement of access to health care or related services that contribute to a healthier community.</li> <li>• Health care services rendered to vulnerable populations.</li> <li>• Services offered without regard to financial return because they meet a community need in the service area of the hospital, and other services including health promotion, health education, prevention, and social services.</li> </ul>
<b>FY 2023 Progress</b>	
<b>Goals to address the need</b>	<ul style="list-style-type: none"> <li>• Provide education and programming on comprehensive health and wellness literacy.</li> <li>• Enhance programs to build social skills.</li> <li>• Expand outdoor activity options.</li> <li>• Expand family visiting and options for patients to gain day passes/time away from facility.</li> </ul>
<b>Measurable objectives and indicators</b>	<ul style="list-style-type: none"> <li>• Existence of lifestyle/social skill building programs.</li> <li>• Expansion of existing programs.</li> <li>• Number of clients served through programs.</li> <li>• Client satisfaction with new and existing lifestyle and skill building programs.</li> </ul>
<b>Actions taken to achieve goal</b>	<ul style="list-style-type: none"> <li>• Continued developing relationship with USC's OT program, which offers a sensory program to help clients process stress and overstimulation.</li> <li>• Restored pre-covid visitation policy, allowing more family and friend visits to Gateways clients.</li> <li>• Awarded \$19 million expansion to meet needs of teenagers with eating disorders, sexual identity, drug and alcohol, and PTSD issues.</li> <li>• Worked to certify internal pet therapy program, after attempting an external partnership.</li> </ul>
<b>Program performance</b>	<ul style="list-style-type: none"> <li>• OT program increased to include doctor-level students.</li> <li>• Pre-covid visitation policy restored.</li> <li>• Retained a construction company to implement \$19 million expansion, which will expand mental health services, especially for youth.</li> <li>• Completed pilot of pet program with external partner, pivoted to certifying an internal pet therapy program.</li> </ul>

<b>Health Need #4: Improve or Expand Programming Offered Through Partnerships</b>	
<b>Scope</b>	Gateways patients would benefit from partnerships to improve or expand programming offered. Priorities include vocational and educational programs, anger management classes, community-based wrap around services, case management, and improved scheduling.
<b>Approach to address the health need</b>	Obtain grants and partnerships as they become available in order to improve and expand the programming offered to clients.

<b>Programs to address the health need</b>	<ul style="list-style-type: none"> <li>• Partnerships with Delta Foundation and Queens Care to fund telehealth improvements and exercise equipment, respectively.</li> <li>• Psych testing lab, providing psych testing for LAUSD and other agencies in the service area.</li> <li>• Mobile dentist and optometry program through Chinatown Service Center.</li> <li>• Spanish-language outreach through Elevate.</li> </ul>
<b>Planned collaboration</b>	<ul style="list-style-type: none"> <li>• Provision of psych testing to LAUSD and other agencies in Gateways' service area.</li> <li>• Mobile dentist program offered by Chinatown Service Center.</li> <li>• Spanish-speaking outreach through Elevate.</li> </ul>
<b>Community benefit category</b>	<ul style="list-style-type: none"> <li>• Enhancement of access to health care or related services that contribute to a healthier community.</li> <li>• Health care services rendered to vulnerable populations.</li> <li>• Services offered without regard to financial return because they meet a community need in the service area of the hospital, and other services including health promotion, health education, prevention, and social services.</li> </ul>
<b>FY 2023 Progress</b>	
<b>Goals to address the need</b>	<ul style="list-style-type: none"> <li>• Improve access to vocational and education programs.</li> <li>• Offer anger management classes, for both adolescents and adults.</li> <li>• Improve scheduling for outside health appointments.</li> <li>• Ensure adequate community-based wrap around services and case management services for discharged patients.</li> </ul>
<b>Measurable objectives and indicators</b>	<ul style="list-style-type: none"> <li>• Increased number of formal and informal partnerships, measured by formal MOUs or informal working relationships.</li> <li>• Attendance at partner-provided programs.</li> </ul>
<b>Actions taken to achieve goal</b>	<ul style="list-style-type: none"> <li>• Implemented a grant from Queens Care to provide transportation services to medical appointments. Received and will implement second grant to expand transportation services.</li> <li>• Hired a Spanish-language PR company called Elevate to begin outreach into Spanish-language media.</li> <li>• Partnered with Chinatown Service Center to provide mobile dentist and optometry work.</li> <li>• Received a grant to establish a psych testing lab, which will provide testing to LAUSD and other agencies in area.</li> <li>• Continuing to apply to other grants and partnership opportunities, especially opportunities related to substance abuse treatment.</li> </ul>
<b>Program performance</b>	<ul style="list-style-type: none"> <li>• A van has been purchased to help with transportation to medical appointments.</li> <li>• Outreach to Spanish-language media through Elevate has begun.</li> <li>• Chinatown Service Center provides mobile dental and optometry services to inpatient clients.</li> <li>• Psych testing lab is operational and providing services to LAUSD and other agencies.</li> <li>• More grants and MOUs are planned or in progress.</li> </ul>

## Appendix A: Calculating Value of Other Community Benefits and Programs

This CBP reported community benefit spending attributable to charity care, the unpaid cost of government-sponsored health care programs, and community benefit programs and activities. This appendix describes how the value of community benefits other than spending attributable to charity care and the unpaid cost of government-sponsored health care programs (hereafter “other community benefits”) was calculated.

The total economic value of the other community benefits provided by Gateways Hospital in furtherance of its plan is \$1,407,000. Consistent with statute, this sum includes the economic value of services provided in furtherance of the Community Benefits Plan and the Community Health Needs Assessment. As the Community Benefits Plan focuses on improving existing services, activities in furtherance of that plan do not include all of Gateways’ activities. The methodology used to calculate the \$1,407,000 total is described below.

Program	Net Benefit	Notes
Family Nurse Practitioner Program	\$1,160,000	Includes 3 intern family nurse practitioners who each cost \$120,000 annually, and 5 psychiatric family nurse practitioners who each cost \$160,000. Added together, the program costs \$1,160,000. The full cost of this program goes towards meeting Community Benefit Plan needs
Off-site excursions	\$30,000	3 full-time occupational therapists lead these excursions, who cost \$100,000 each annually. Added together, the cost of the occupational therapists who lead these excursions is \$300,000. Multiplied by the 0.1 FTE that the occupational therapists use towards off-site excursions, the total value used towards Community Benefits Plan needs is \$30,000.
Queens Care Transportation and Exercise Program	\$75,000	Value of grant.
Delta Foundation Telehealth Grant	\$50,000	Value of grant.
Dental and Optometry Partnership with Chinatown Service Center	\$17,000	Weekly trip to services takes 4 hours, with 2 staff paid \$25 per hour. Multiplied over 52 weeks, this costs \$10,400. With gas and insurance added, the value is \$17,000.
Sensory Program	\$75,000	Takes place in a sensory room that cost \$45,000 to create. Staffed by 6 occupational therapists who cost \$100,000 per year each, for a total of \$600,000 annually. Multiplied by the 0.05 FTE that the occupational therapists use towards the sensory program, staff costs for the sensory program are \$30,000. This results in a \$75,000 value for the sensory program.
<b>Total Benefit</b>	<b>\$1,407,000</b>	