

Implementation Plan, 2017-2019

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.

Health Needs Identified in 2013 CHNA

Health Need #1: Decrease Barriers To Accessing Health Care And Services	
Scope	Need is highly prevalent in vulnerable, low-income, and special-needs populations, including homeless adults and transition-age youth.
Approach to address the health need	Provide shelter and vocational 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"> ▪ Clinical and social rehabilitation groups, psychiatrist and medication treatment, job information and computer access. <p>Food Vouchers/Food Gift Cards</p> <ul style="list-style-type: none"> ▪ Hotel Vouchers for clients in emergency shelter, as well as food voucher dollars. <p>Transportation</p> <ul style="list-style-type: none"> ▪ Transportation for clients to Gateways programs, doctors' appointments, interviews, etc.
Planned collaboration	<p>Collaborations with Los Angeles Christian Health Center for the medical/health component of Gateways clients' needs.</p> <p>Collaborations with Los Angeles Housing Authority (LAHSA) to help financially support dollars for hotel vouchers for emergency shelter and food vouchers.</p> <p>Collaboration with Queenscare on obtaining funding for transportation staff to transport clients to Gateways programs, doctors' appointments, interviews, etc.</p>
FY 2013-2016	
Progress to address the need	<p>Gateways has increased the number of clients and allocated more funding towards the Wellness Program to \$339,000.</p> <p>Gateways obtained hotel and food vouchers and are continuing to be distributed.</p> <p>Gateways obtained a Transportation Grant from Queenscare and employed a full-time employee, Pinky Wong, to transport clients to appointments. Ms. Wong was laid off in 2015 when the grant ended.</p>

Ongoing goals to address the need	<p>Gateways plans to continue increasing number of clients and funding for Wellness Program and its services.</p> <p>Gateways plans to continue distributing hotel and food vouchers.</p> <p>Transportation remains inactive due to lack of funding. Gateways will continue to look for additional means of transporting clients such as bus tokens.</p>
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Health Need #2: Transitional Housing/Emergency Shelter Beds	
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Scope	Need is highly prevalent in displaced, low-income population including individuals that are gravely disabled or habitually homeless and require a lower level of care.
Approach to address the health need	Work with the Department of Mental Health as a referral source for less restrictive patient/client treatment, including emergency shelter programs and transitional housing beds. Gateways utilizes residential facilities, Normandie Village East and Percy Village, to accommodate transitional housing and emergency shelter beds.
Programs to address the health need	<p>Normandie Village East</p> <ul style="list-style-type: none"> ▪ 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 42 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. <p>Percy Village</p> <ul style="list-style-type: none"> ▪ 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 100 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.
Planned collaboration	Collaborations are primarily 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.

FY 2013-2016	
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Progress to address the need	Normandie Village East and Percy Village are among many programs funded by L.A. County that house clients in need of a lower level of care. Despite increasing the number of bed, both Normandie and Percy consistently have beds at almost maximum capacity at 60 and 136, respectively. Strict eligibility and intake criteria, as dictated by
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	gatekeepers like DMH, maintain admission to residential facilities as well as other programs in L.A. County.
Ongoing goals to address the need	Gateways plans to continue sheltering clients and reintegrating clients back into the community.

Health Need #3: Vocational Training/Workforce Development	
Scope	Need is prevalent in clients in need of vocational training and education to reintegrated into the community.
Approach to address the health need	Work with the Department of Mental Health and other agencies to obtain certification for peer support training, evidence based practices training and general workforce educational trainings.
Programs to address the health need	Vocational Training Programs <ul style="list-style-type: none"> ▪ Train clients with minimal work experience and give them the opportunity to advance in areas they are unfamiliar with.
Planned collaboration	Gateways utilizes internship programs for nursing, occupational therapists, social workers and psychology interns to coordinate vocational programs.
FY 2013-2016	
Progress to address the need	Gateways obtained certification for peer support training, evidence based practices training and general workforce educational trainings. An EBP Unihealth Grant was also obtained valued \$300,000 for two years to develop new supervisors and trainers across four evidence based practices: trauma, depression, anxiety and substance abuse. Clients were given interviewing to prepare for change and decrease recidivism. Clients were also treated for history of trauma or substance abuse, focusing on coping skills and psychoeducation. Psychoeducation emphasizes safety, PTSD, substance abuse, forming new ideals, improving cognitive behavioral case management and attention to clinician processes. Ethnic minority parents (e.g. Latino, African American) were provided comprehensive, culturally-sensitive program of training and support, the ultimate goal will be the establishment of a formal protocol for support and training that can be applied across wide and diverse settings and set of needs.
Ongoing goals to address the need	Gateways plans to utilize internship programs for nursing, occupational therapists, social workers and psychology interns; and continue to file for grants and funding for vocational training.

Gateways Hospital and Mental Health Center intends to continue its mission to serve and treat those requiring mental health services through its programs in inpatient and outpatient facilities. As demonstrated in the progress and ongoing needs of the previous three years, Gateways will continue expanding its current programs as well as improve the existing foundation. In the coming three years, Gateways has indicated the following health needs to better the facilities and help serve the population.

Health Needs Identified in 2016 CHNA

Health Need #1: Facility Improvements	
Scope	Need is highly prevalent to serve and improve treatment condition for mentally ill, homeless and transitional population.
Approach to address the health need	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.
Programs to address the health need	<p>Gateways Engineering</p> <ul style="list-style-type: none"> ▪ 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. <p>Electronic Health Records</p> <ul style="list-style-type: none"> ▪ An Electronic Health Records system is the primary way to track, document and communicate client treatment. <p>Normandie Village East</p> <ul style="list-style-type: none"> ▪ 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. <p>Percy Village</p> <ul style="list-style-type: none"> ▪ 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.
Planned collaboration	<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</p>

	more available with Telecare, Special Services for Groups, and Homes for Life.
FY 2017 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, rides and bus tokens will still be provided for clients to appointments.</p> <p>Transition and establish a new EHR system to Gateways facilities and train staff to use new system.</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>
Measurable objectives and indicators	<p>Quality of improvements and timely response to needed maintenance.</p> <p>The number of facilities utilizing the system and patients documented and treated with new EHR.</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>
FY 2018 Plan	
Goals to address the need	Same as previous year.
Measurable objectives and indicators	Same as previous year.
FY 2019 Plan	
Goals to address the need	Same as previous year.
Measurable objectives and indicators	Same as previous year.

Health Need #2: Education and Workforce Training	
Scope	Need is highly prevalent to undereducated clients in need of educational and vocational training to adapt to the job market.
Approach to address the health need	Improve existing educational and vocational trainings to assist clients in obtaining their GEDs, computer skills and vocational workshops. Provide computers for clients to use to complete school work or search for work. Hire staff to potentially assist in resume writing and interview training.

Programs to address the health need	Gateways Wellness Program <ul style="list-style-type: none"> 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.
Planned collaboration	Collaboration remains open to contracted assistance for education and vocational training.
FY 2017 Plan	
Goals to address the need	Continue to offer training to improve education and computer skills. Improve or increase computers to ensure clients can use them effectively. Potentially hire new staff that can train clients to prepare and find employment.
Measurable objectives and indicators	The number of clients who obtain sufficient education and employment. The decreased number of clients unable to access a computer. The ability to hire staff to prepare clients for job placement.
FY 2018 Plan	
Goals to address the need	Same as previous year.
Measurable objectives and indicators	Same as previous year.
FY 2019 Plan	
Goals to address the need	Same as previous year.
Measurable objectives and indicators	Same as previous year.

Health Need #3: Homelessness	
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	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.
Programs to address the health need	Crisis Residential Program <ul style="list-style-type: none"> Crisis Residential provides shelter and social rehabilitation treatment services to adults requiring lower level of care or emergency residential services.
Planned collaboration	Collaboration with the Department of Health Care Services in developing Crisis Residential Program. Review also submitted to DSS/CCL department for surveying and licensing.
FY 2017 Plan	
Goals to address the need	Surveying and licensing to be in progress at Gateways former TAY shelter and determining sources for potential clients.

Measurable objectives and indicators	Certification from the Department of Health Care Services, permitting a crisis residential program and completion of any surveys needed.
FY 2018 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 2019 Plan	
Goals to address the need	Same as previous year.
Measurable objectives and indicators	Same as previous year.

Health Need #4: Barriers to Accessing Health and Services	
Scope	Need is prevalent in vulnerable, low-income, and special-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"> ▪ 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. <p>Food Vouchers/Food Gift Cards</p> <ul style="list-style-type: none"> ▪ Hotel Vouchers for clients in emergency shelter, as well as food voucher dollars.
Planned collaboration	<p>Collaborations with Los Angeles Christian Health Center for the medical/health component of Gateways clients' needs.</p> <p>Collaborations with Los Angeles Housing Authority (LAHSA) to help financially support dollars for hotel vouchers for emergency shelter and food vouchers.</p> <p>Collaboration with food banks and United Way to supply food cards.</p>
FY 2017 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 2018 Plan	
Goals to address the need	Same as previous year.
Measurable objectives and indicators	Same as previous year.
FY 2019 Plan	
Goals to address the need	Same as previous year.
Measurable objectives and indicators	Same as previous year.

Health Need #5: Access to Mental Health-related Services	
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"> ▪ All of Gateways' programs provide anger management counseling. Adult outpatient clients receive anger management adherence counseling through Gateways' Wellness Center and homeless program. <p>Adolescent Support Groups</p> <ul style="list-style-type: none"> ▪ 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. <p>Conservator Education Workshops</p> <ul style="list-style-type: none"> ▪ Gateways partners with L.A. Public Guardian and private conservators on educating the needs for conservatorship. <p>Medication Adherence Services</p> <ul style="list-style-type: none"> ▪ Gateways Child and Adolescent Outpatient and Wellness Center both offer medication adherence services for adolescent and adult, respectively. <p>Staff Training for Behavioral Interventions</p> <ul style="list-style-type: none"> ▪ 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.
Planned collaboration	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

	<p>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>
FY 2017 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 2018 Plan	
Goals to address the need	Same as previous year.
Measurable objectives and indicators	Same as previous year.
FY 2019 Plan	
Goals to address the need	Same as previous year.
Measurable objectives and indicators	Same as previous year.

Health Need #6: Family Involvement Programs	
Scope	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.
Approach to address the health need	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.
Programs to address	Family to Family Group

the health need	<ul style="list-style-type: none"> ▪ 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. <p>Gateways Child and Adolescent Outpatient Program</p> <ul style="list-style-type: none"> ▪ 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.
Planned collaboration	Collaboration with National Alliance on Mental Illness (NAMI) on providing contacts on Family to Family therapy group.
FY 2017 Plan	
Goals to address the need	Proactively provide parents of adolescents with mental illnesses with contact and information on therapy associated with NAMI or Gateways outpatient services.
Measurable objectives and indicators	The number of clients’ parents who choose to participate and respond in the provide therapy.
FY 2018 Plan	
Goals to address the need	Same as previous year.
Measurable objectives and indicators	Same as previous year.
FY 2019 Plan	
Goals to address the need	Same as previous year.
Measurable objectives and indicators	Same as previous year.

Health Need #7: Mental Health Linkages for Forensic Populations	
Scope	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.
Approach to address the health need	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.
Programs to address the health need	Additional Mental Health Facilities
Planned collaboration	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.
FY 2017 Plan	
Goals to address the need	Remain open to maintaining and expanding relationships with other mental health facilities to better assist and treat the mentally ill.

Measurable objectives and indicators	The number of additional partnerships and methods of treating the mentally ill.
FY 2018 Plan	
Goals to address the need	Same as previous year.
Measurable objectives and indicators	Same as previous year.
FY 2019 Plan	
Goals to address the need	Same as previous year.
Measurable objectives and indicators	Same as previous year.

Appendix A: Community Meeting and Survey Instruments

Below are the instruments used to assess the needs of the Gateways community.

Initial outreach survey

Below are several open-ended questions that will help us assess the needs of the individuals Gateways serves. Please type directly into the document and include as much information as you'd like for each question. Where applicable, distinguish between the needs of inpatient and outpatient clients.

1. What do you think are Gateways' most important services to its community?
2. What do you think are the top three most significant needs in its community? These can be related directly to health (e.g., specific onsite mental health services) or indirectly, such as the need for transportation to and from services and medical appointments.
3. Are there any health-related service needs that Gateways is uniquely positioned to address, or may be able to accommodate as part of its existing service structure?
4. What groups may need more attention via community outreach (medical care, education, prevention, intervention, etc.)?

Focus group questions

1. What does Gateways do best?
2. In general, what types of health needs do Gateways clients have?
3. How is Gateways meeting each health need (if at all)? Is this sufficient?
4. Categorizing and prioritizing health needs
 - a. Do these needs fit into larger categories?
 - b. What are the top five needs?
 - c. Score each need according to criteria (see next page)
5. Brainstorm session: How can Gateways help to meet priority needs (if it is not already)?
 - a. Identify a priority need
 - b. Describe how it is underserved or not addressed
 - c. Is there something Gateways can do to help?
6. Wrap-up with additional thoughts, next steps

Appendix B: List of Community Meeting and Survey Participants

Organization / Facility	Participant and Title	Outreach Category
Homeless Healthcare Los Angeles (HHCLA)	Amber Roth, Director of Operations & Programs	Public Health Experts
Los Angeles County Department of Mental Health (DMH)	Mary Marx, Mental Health Clinical District Chief	Public Health Experts
Hospital Association of Southern California (HASC)	Jaime Garcia, Regional Vice President	Public Health Experts
The National Alliance on Mental Illness (NAMI)	Letty Baldaro, Coordinator	Public Health Experts

Organization / Facility	Participant and Title	Outreach Category
Gateways Hospital	Fely Navera, Director of Nursing	Gateways Program Directors and Staff
Gateways Hospital	Priscilla Ortega, Director of Quality Improvement	Gateways Program Directors and Staff
Gateways Adolescent Outpatient Program	Charlotte Bautista, Assistant Director	Gateways Program Directors and Staff
Normandie Village and Gateways Satellite	Lilia Sheynman, Assistant Program Director, Forensic Residential Services	Gateways Program Directors and Staff
Normandie Village and Gateways Satellite	Sandi Long, Program Director	Gateways Program Directors and Staff
Gateways Wellness Program	Linda Kaye, Clinical Supervisor	Gateways Program Directors and Staff
Percy Village	Kimberly Guajardo, Program Director	Gateways Program Directors and Staff
Percy Village	Diana Cabral, Social Worker	Gateways Program Directors and Staff

Organization / Facility	Participant and Title	Outreach Category
Gateways Residential and Outpatient Facilities	Program Clients <ul style="list-style-type: none"> • Gateways SRO <ul style="list-style-type: none"> ○ One Latino female ○ One Latino male ○ One African American male • Percy Village <ul style="list-style-type: none"> ○ Latino female ○ White female ○ White male • Normandie Village <ul style="list-style-type: none"> ○ One Latino male ○ One African American male ○ Two white males • Outpatient Services <ul style="list-style-type: none"> ○ Two Latino females • Wellness Center <ul style="list-style-type: none"> ○ One Latino male 	Residential and Outpatient Clients

Appendix C: Prioritization Criteria for Significant Health Needs

Severity			
1 Not Severe	2 Moderately Severe	3 Severe	4 Very Severe
The community is slightly impacted and the health need does not generally impact the lives of those affected by it.	The community is slightly impacted and the health need slightly impacts the lives of those affected by it.	The community is greatly impacted but the health need does not generally impact the lives of those affected by it.	The community is greatly impacted and the health need greatly impacts the lives of those affected by it.
Change Over Time			
1 Great Improvement	2 Moderate Improvement	3 No Improvement	4 Getting Worse
The health need has greatly improved and will likely continue to improve in the future.	The health need has remained the same and will either stay the same or improve in the future.	The health need has remained the same but will likely get worse in the future.	The health need has gotten worse and will likely continue to do so.
Resources			
1 Vast Resources	2 Moderate Resources	3 Gaps in Resources	4 Serious Resource Shortage
There are extensive resources in the community that address this health need, and community members are aware of them.	There are moderate resources in the community that address this health need but not many community members are aware of them.	There are few resources in the community to address this health need but there is the potential to leverage existing resources to create interventions.	There are little to no resources available in the community to address this health need and no existing resources to create interventions.