



**ICIC**

Initiative for a Competitive Inner City

# Implementation Plan for MLK Medical Campus and the Willowbrook Wellness Community

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# Context

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- The redevelopment of the MLK Medical Campus will provide the community with **access to high quality care** while offering the potential to **catalyze important projects** that will benefit the community
- There has been significant investment in this area and multiple strong planning efforts. We have attempted to **integrate these studies** and **overlay a vision** based on our national experience
- We have framed a **specific set of opportunities** that we believe offer the greatest benefits in terms of community vitality and also require coordination and lead time
- Recognizing that there is a broad range of stakeholders with important roles to play in the development and evolution of the MLK Medical Campus, the County has convened this Advisory Group to **guide and support the implementation** of these efforts
- Today, we would like to:
  - Develop a **shared understanding** of the priority projects for the campus and the community – and begin to **make commitments** in key areas
  - Create a **roadmap for taking action** on the highest potential opportunities over the next 6-12 months

# Interviews Conducted

Community	Education / Workforce	Funders	Health Care	MLK Hospital	Public Sector	Real Estate / Planning
A Community of Friends	Alliance Health Services Academy High School	Local Initiatives Support Corp.	Alta-Med	Hospital Association of Southern California	LA County Chief Executive Office	Capri Capital
Concerned Citizens of Willowbrook	Charles Drew University	Low Income Investment Fund	Garfield Innovation Center	Los Local Development Corporation	LA County Community Development Commission	CB Richard Ellis
Drew Child Development Corporation	Compton WorkSource Center	New Markets Support Company	Keck Hospital of USC	Martin Luther King, Jr. Healthcare Corporation	LA County Dept. of Health Services	Gensler
Esperanza Community Housing Corporation	CSU - Dominguez Hills	The California Endowment	MetroCare Regional Healthcare System	Martin Luther King, Jr. Community Health Foundation	LA County Dept. of Public Social Services	Kimco Realty
Fellowship Baptist Church	Jewish Vocational Services		MLK MACC	Martin Luther King, Jr. Community Hospital	LA County Internal Services Department	McKissack & McKissack
First New Christian Fellowship Missionary Baptist Church	LA Southwest College		Southside Coalition of Community Health Centers	MLK LA Healthcare Corporation	LA County Metro	Primestore
Parents of Watts	SEIU Local 721		St. Francis Medical Center	Milken Institute	LA County Purchasing Division	Thomas Safran & Associates
Special Needs Network	University of Southern California		St. John's Well Child and Family Center		LA County Workforce Investment Board	Trammel Crow
Watts Labor Community Action Committee	Wilshire-Metro Worksource Center		Watts Healthcare Corporation		Office of LA County Supervisor Mark Ridley-Thomas	
Watts/Century Latino Organization	Worker Education and Resource Center		White Memorial Medical Center			

# How the Healthcare Cluster Supports a Healthy Community



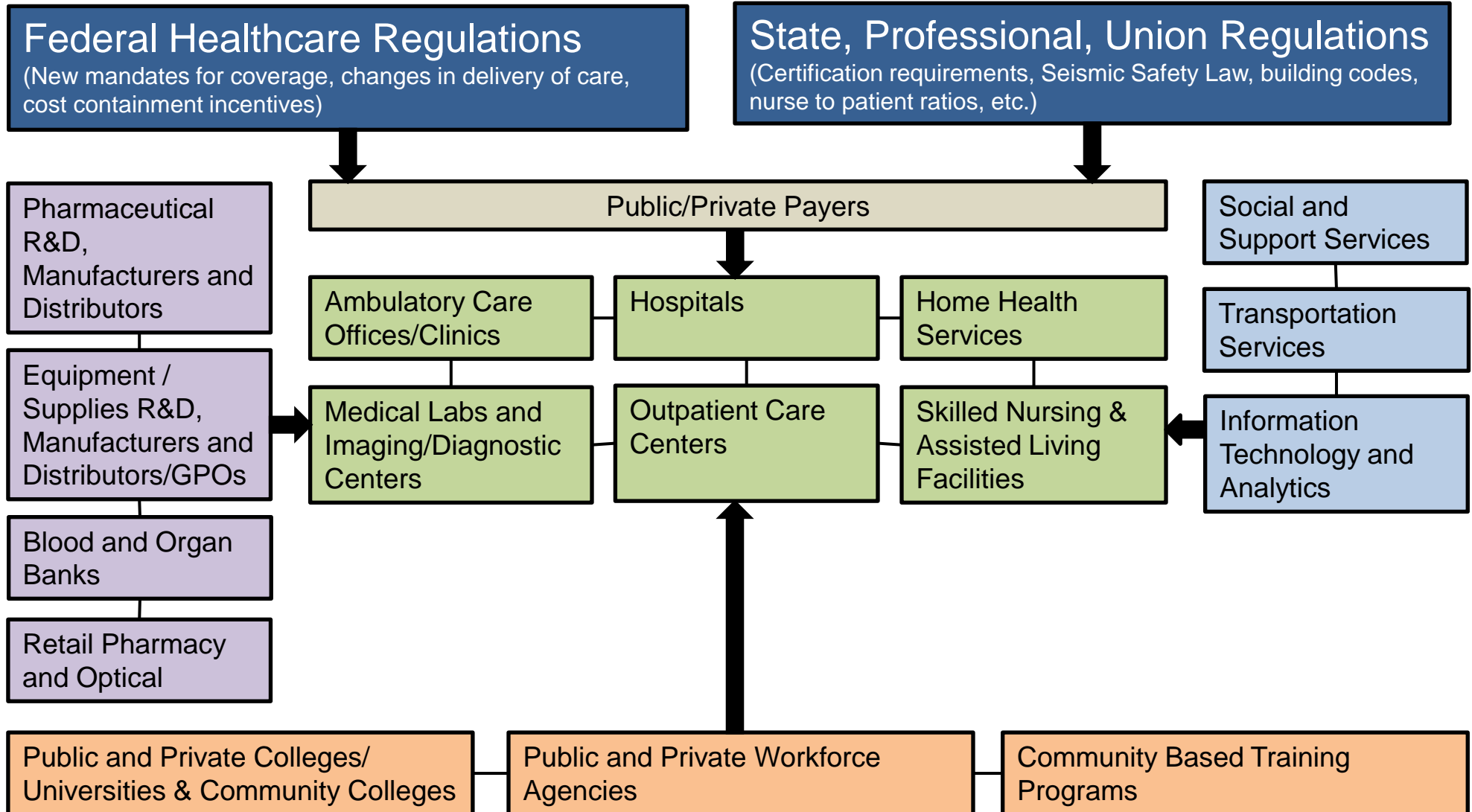
## Why Focus Locally?

- **Healthcare organizations depend on a vibrant community** to be secure, reinforce their reputation and image, provide a supportive business environment and enhance demand
- Subtle shifts in activities at individual anchor institutions can produce **immediate local social and economic gains**
- Individual institutions can make a difference on their own but a **collaboration can have an even greater impact** because of size and alignment

# How the Healthcare Cluster Supports a Healthy Community



# The Healthcare Cluster

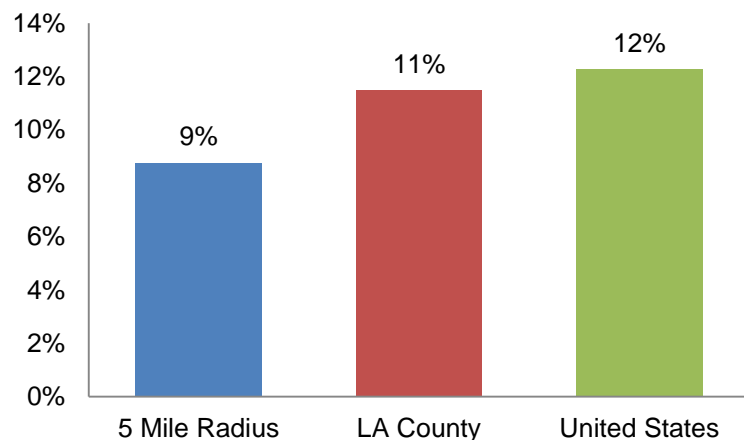


# Healthcare Cluster in South LA

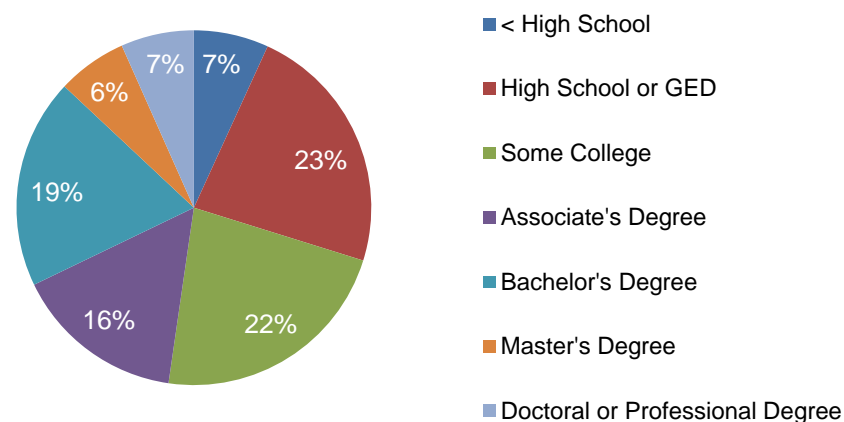


- The healthcare cluster **employs over 16,000 people** in the 5 mile radius around MLK (8.7% of total employment)
- **Cluster employment grew by 9%** from 2003 to 2010, adding 1,300 jobs
  - Nationally, the healthcare cluster is projected to grow by 30% between 2010 and 2020
- The healthcare cluster provides **substantial opportunities for low-skilled workers**
  - 30% of total occupations require a high school diploma or less
  - An additional 38% of total occupations require some college up to an associate's degree
- The **average wage** for the cluster is over **\$45,000** and numerous **career pathways** exist

**Healthcare Cluster Employment Growth, 2003-2010**



**Healthcare Cluster Education Level, 2010 National Average**

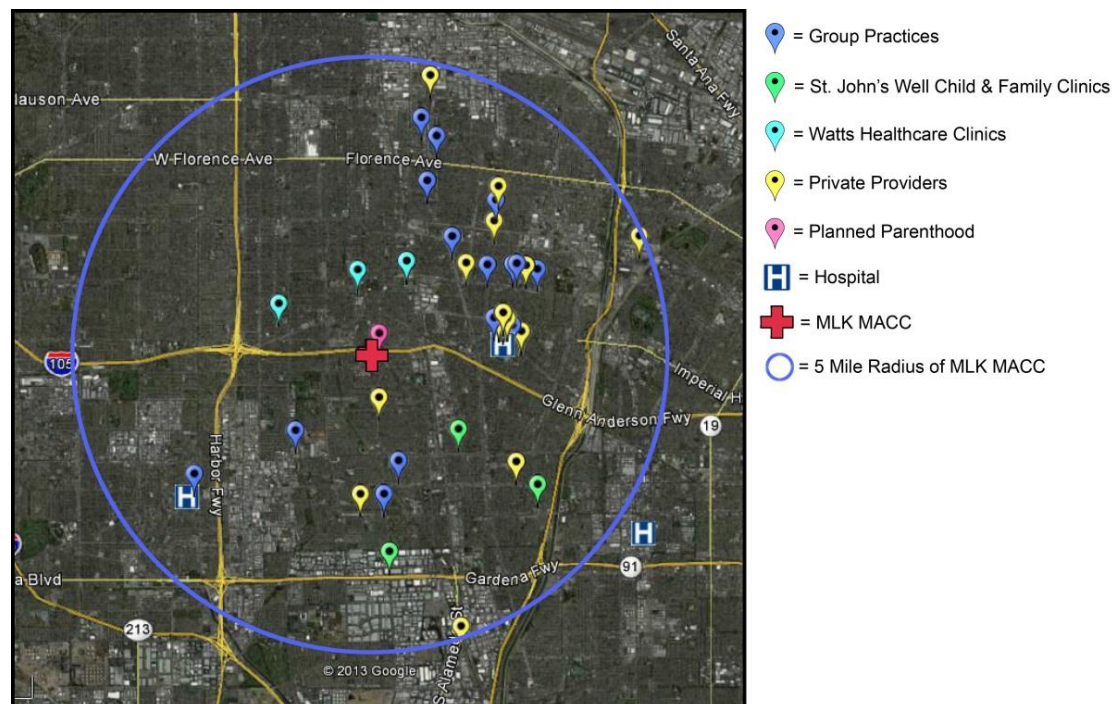
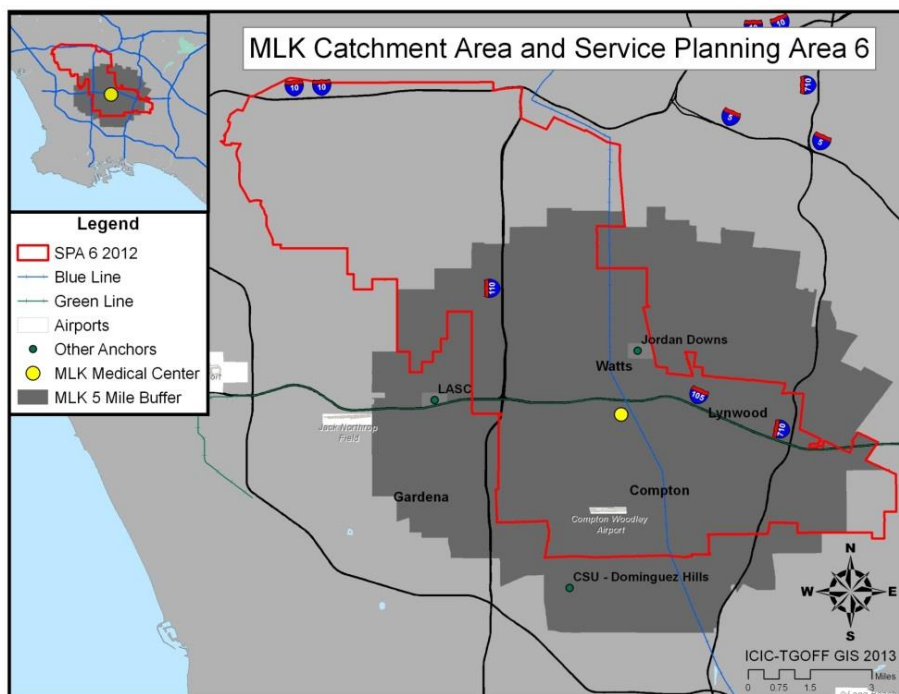




# Primary Care Landscape



- This project focuses on a five mile radius of primary care delivery
- The main delivery centers are the MACC, St. Francis Hospital, St John's Well Child and Family Center, Watts Healthcare Corporation, and Memorial Hospital of Gardena
- There is a significant gap between the demand for primary care and local supply

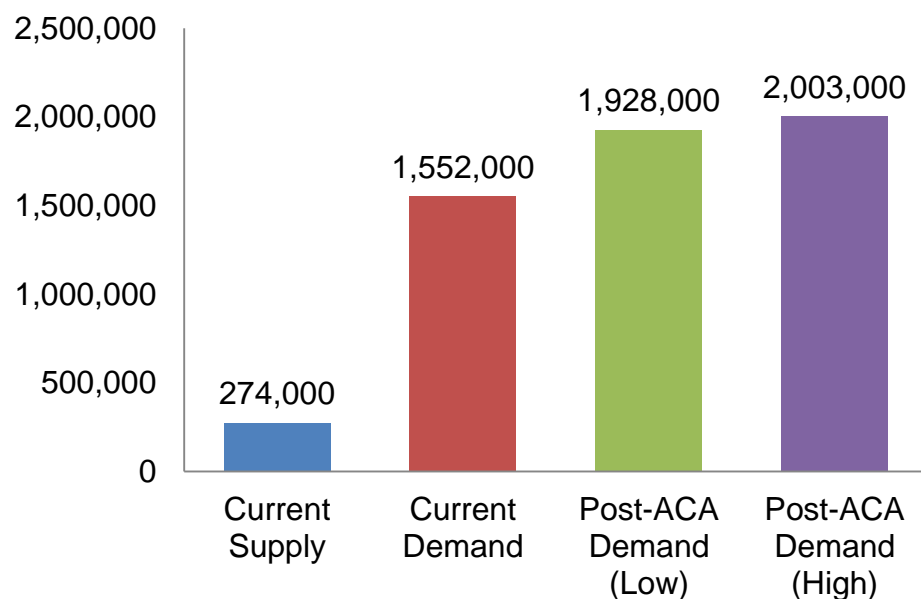




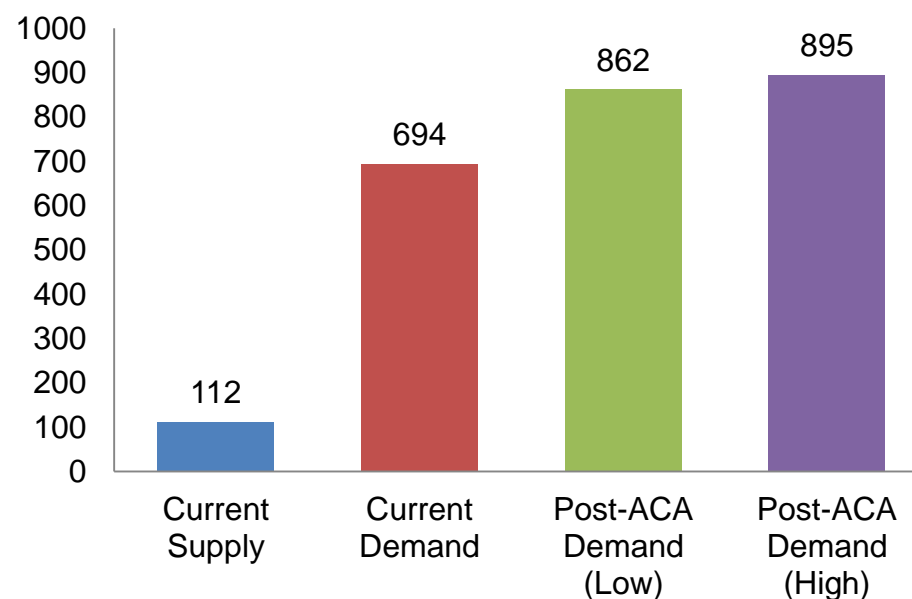
# Primary Care Gap Analysis



**Total Patient Visits, 5 Mile Radius, 2012-2019**



**Total Physicians, 5 Mile Radius, 2012-2019**



## Assumptions

- Current supply: Based on interviews with local providers
- Current demand: Current population x 2.2 visits per person annually, with 2,237 annual visits per primary care physician
- Post-ACA demand low: 75% take-up rate
- Post-ACA demand high: 90% take-up rate

# Options for Expanding Primary Care in the Local Area



## Operators - Planned

- UCLA family medicine clinic – MLK affiliated clinic
- MACC expansion

## Operators - Potential

- Satellite sites of surrounding FQHCs, e.g. St John's and Watts
- Surrounding hospitals, e.g. St. Francis or USC
- Alta-Med or another independent provider

## Funders

- Senior debt
  - Nonprofit units of banks
  - CDFIs
    - Healthy Futures Fund
- Junior capital / additional subsidies
  - NMTC
  - Community Dev. Block Grant
  - HRSA grants
  - Government funds
  - EB-5 financing
  - Private fundraising / capital campaign
  - Local foundations

# How the Healthcare Cluster Supports a Healthy Community

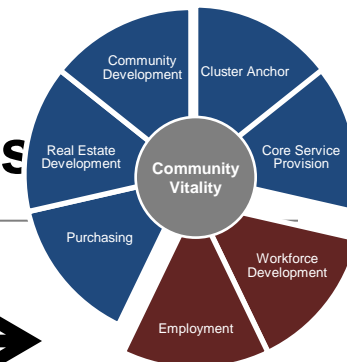




# Workforce Development: Market Trends

- Increased demand for care due to demographic changes, expanded need for non-acute care, and emphasis on cost containment leading to decentralization of care
  - Growing importance of clinical experience at low-medium occupation levels, e.g., Certified Nursing Assistants, Medical Assistants
  - Increased demand for long-term, skilled nursing, end-of-life care
  - Need for preventative healthcare support from health coaches and culturally competent community workers e.g., Home Health Aides
- Financial incentives to improve coordination of care and reduce readmissions
  - Need for new occupations / skill sets to facilitate coordination of care, e.g. patient navigators and / or Medical Assistants, Home Health Aides
- Continued adoption of Health IT
  - Demand for improved IT skill sets among Medical Assistants as well as a growing need for Medical Record / Health IT technicians

# Career Pathways Associated with Target Occupations



High School / GED

Post-Secondary Cert.

Associate's +

## Administrative Positions

Medical Secretary  
(Median Wage: \$33,483)

Medical Records and  
Health Information  
Technicians  
(Median Wage: \$35,860)

## Patient Care Positions

Community Health  
Worker  
(Median Wage: \$36,410)

Certified Nursing  
Assistant  
(Median Wage: \$26,078)

Home Health Aide  
(Median Wage: \$20,913)

Medical Assistant  
(Median Wage: \$30,362)

Licensed Vocational  
Nurse  
(Median Wage: \$50,211)

Registered Nurse  
(A.D.N.)  
(Median Wage: \$84,080)

Registered Nurse  
(B.S.N.)  
(Median Wage: \$84,080)

## Technician Positions

Pharmacy Aide  
(Median Wage: \$24,003)

Pharmacy Technician  
(Median Wage: \$37,107)

Radiologic Technician  
(Median Wage: \$64,605)

Medical and Clinical  
Lab Technician  
(Median Wage: \$36,379)



## Recap: Workforce Development

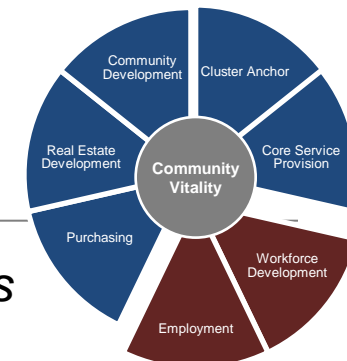
### Successful Workforce Components

- Coordination across training providers, programs and funders
- Nimble, employer-led training programs
- Articulation of and bridges to career pathways
- Integration of technology to increase participant access
- Wraparound support services to increase retention
- Measurement of outcomes

### Challenges in the local area

- Lack of local workforce development activity, and a stronger focus on youth than on adults transitioning
- Weak connections to employers and programs lag shifts in the market:
  - Community colleges: vary in the breadth / depth of offerings
  - Community training programs: few are focused on healthcare-specific training
- There is a need for additional community training space





# Workforce Development: Recommendations

*Convene a working group of key stakeholders targeting specific occupations*

## Potential Conveners

Diane Factor: WERC  
Gloria Moore: Worksource Centers  
Richard Verches: LA County WIB  
Employer Champion(s): TBD

## Stakeholders

### Employers

MLK MACC  
MLK Hospital  
St. John's  
Watts Healthcare  
Area Hospitals  
Group Practices  
Nursing Facilities

### Trainers

Community Colleges  
Proprietary Schools  
Community Groups  
Private Nonprofit  
Agencies

### WIBs

LA City  
LA County  
South Bay  
Long Beach

### Community

Parents of Watts  
WLCAC  
Concerned Citizens  
of Willowbrook  
Churches

## Program Development

Certified Nursing  
Assistants

Home Health  
Aides

Medical  
Assistants

## Career Ladder Program

## Funding

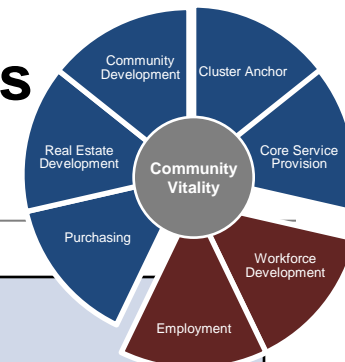
### Public Funds

- WIA
- Local Sector Grants
- Dept. of Labor
- Dept. of Veterans' Affairs
- Health and Human Services
- Federal Community College funding

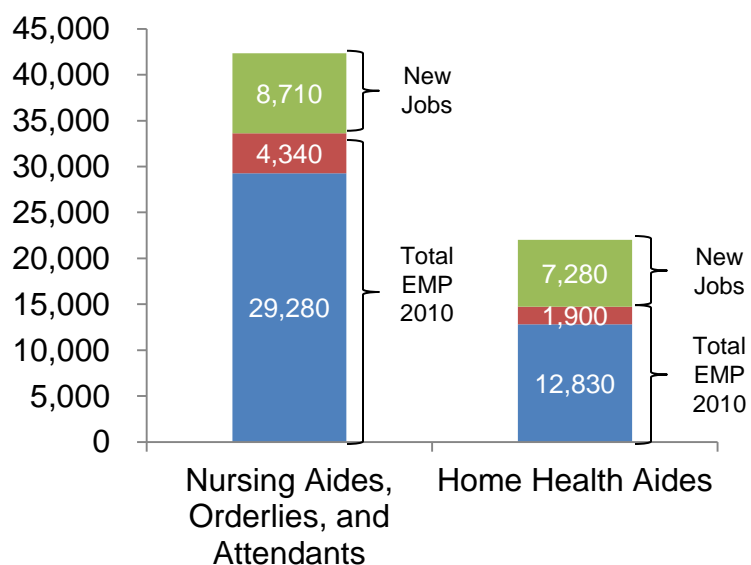
### Philanthropic Funds

- California Endowment
- Annenberg Foundation
- Weingart Foundation
- Bernard Osher Foundation
- Venture Philanthropy

# Workforce Development: Certified Nursing Assistants and Home Health Aides



**Projected Job Growth, 2010-2020, LA County**



**KEY** ■ = Turnover

## Program Details

- Training cost (cohort of 30): Approx. \$125k
- Duration: Approx. 210 hours
- Prerequisites: 7-8th grade math, reading, writing

## Key Success Factors

- Training needs to include geriatrics care, treatment of chronic conditions, soft skills, and cultural competency
- Increase workers' wages and provide more opportunities for fulltime work
- Enhance professional development for career advancement into higher-skilled, higher-wage work

## Primary Employers

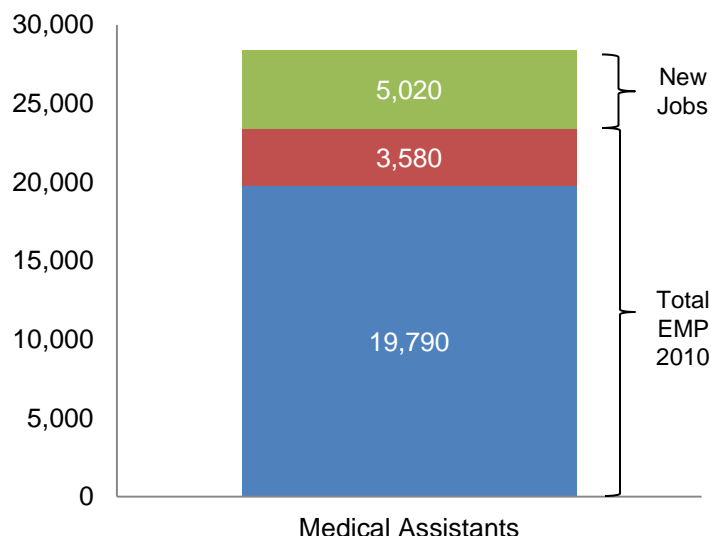
- MLK MACC and other County facilities
- Local area hospitals
- Group practices and private doctors' offices
- Skilled nursing and assisted living facilities

<b>Median Wage</b>	\$26,078	\$20,913
<b>2010-2020 Growth</b>	26%	49%



# Workforce Development: Medical Assistants

**Projected Job Growth, 2010-2020  
LA County**



**KEY** ■ = Turnover

<b>Median Wage</b>	\$30,362
<b>2010-2020 Growth</b>	21%

## Program Details

- Training cost (cohort of 30): Approx. \$300k
- Duration: Approx. 600-700 hours
- Prerequisites: 9th grade reading and math

## Key Success Factors

- Incorporate short academic bridge programs to provide contextualized basic skills preparation for trainees
- Team-based care will require training in chronic disease management, electronic health records, patient navigation, etc.
- Ensure that clinical training replicates the environments in which trainees will be employed

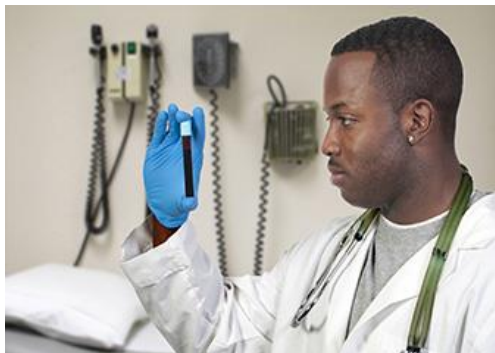
## Primary Employers

- MLK MACC and County non-acute facilities
- Community clinics
- Group practices and private doctors' offices
- Skilled nursing and assisted living facilities

# Workforce Development: Benchmarking

## Manchester Bidwell Training Center in Pittsburgh and Newbridge Center for Arts & Technology in Cleveland

- Curriculum developed with employers to ensure graduates are well prepared for employment (UPMC, Cleveland Clinic)
- Programs last 20-52 weeks and include an internship with hands-on training at local healthcare institutions
- Jobs in high demand with career pathways
- Training centers are accredited career and academic schools offering free associate degrees and diplomas
- Centers provide GED preparation, life-skill counseling and remedial math/reading as well as bus passes and other support services
- Bill Strickland's vision is to open 100 federally funded but locally owned centers



**Pittsburgh** – EMR assistants, medical claims processors, medical coders, pharmacy technicians, chemical lab technicians

- 85% job placement for adult graduates
- Partners: Manchester Bidwell Corp., Manchester Craftsmen's Guild, Bidwell Training Center and Pittsburgh Public Schools
- Funded by DOL funds, state grants, Skoll Foundation, corporates and individual donors

**Cleveland** - pharmacy technicians and phlebotomists

- 2011-2012: 36 graduates, 22 employed, 1 went on to higher education
- Since 2011, 820 applicants for 84 spaces in adult training programs
- Funded by: Cleveland Foundation, University Hospitals, Kelvin and Eleanor Smith Foundation and Key Bank

# How the Healthcare Cluster Supports a Healthy Community





# Purchasing: The Opportunity

- Institutional purchasing can help local suppliers **scale their businesses and create jobs**
- Focus on purchase categories where **addressable spend** overlaps with the **local supply base**
- Institutions that do this well find the **strongest local vendors** that provide **high quality goods/services** through targeted effort in **specific categories** and a commitment to support their success
- We have identified **eight supply chain categories** that map reasonably well against the availability of supply



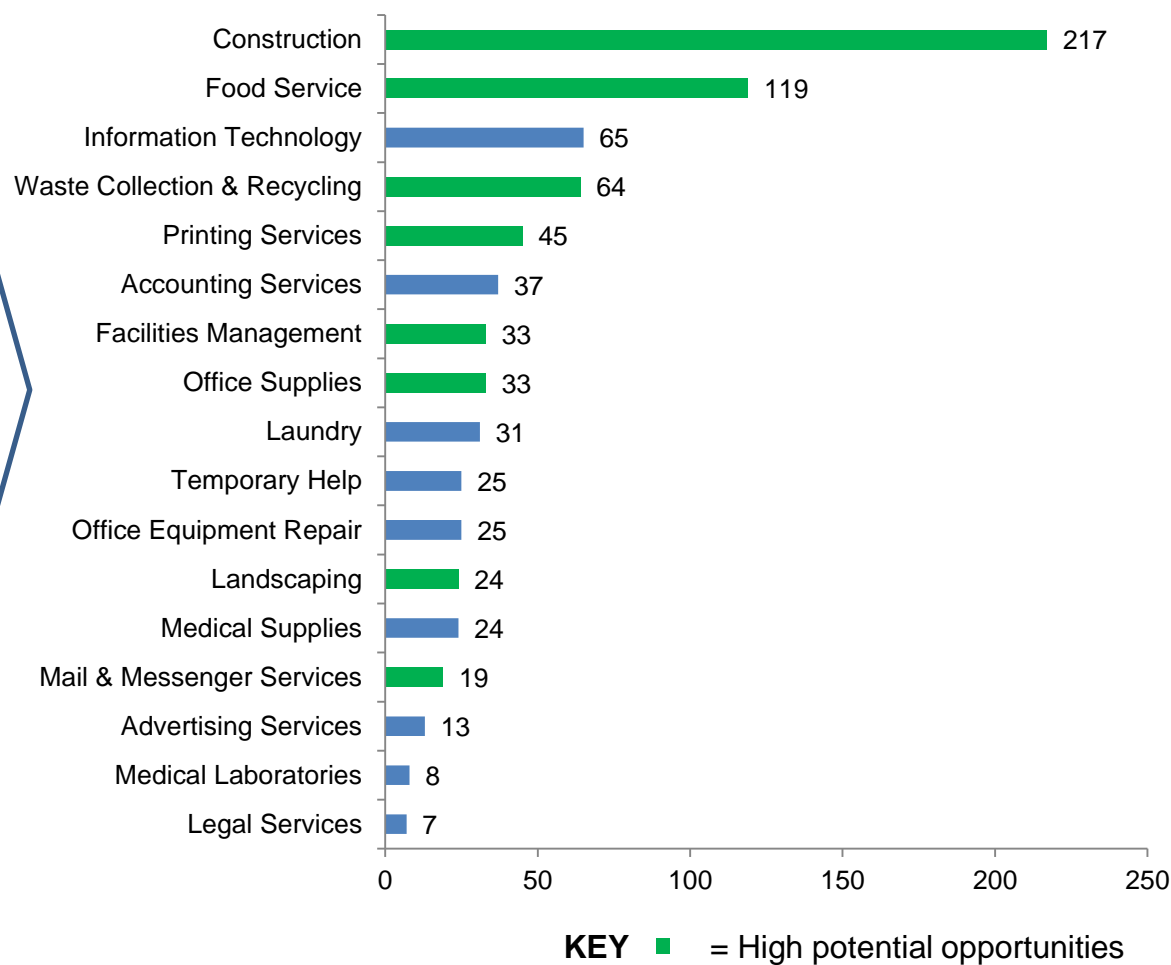
# Local Purchasing Opportunities



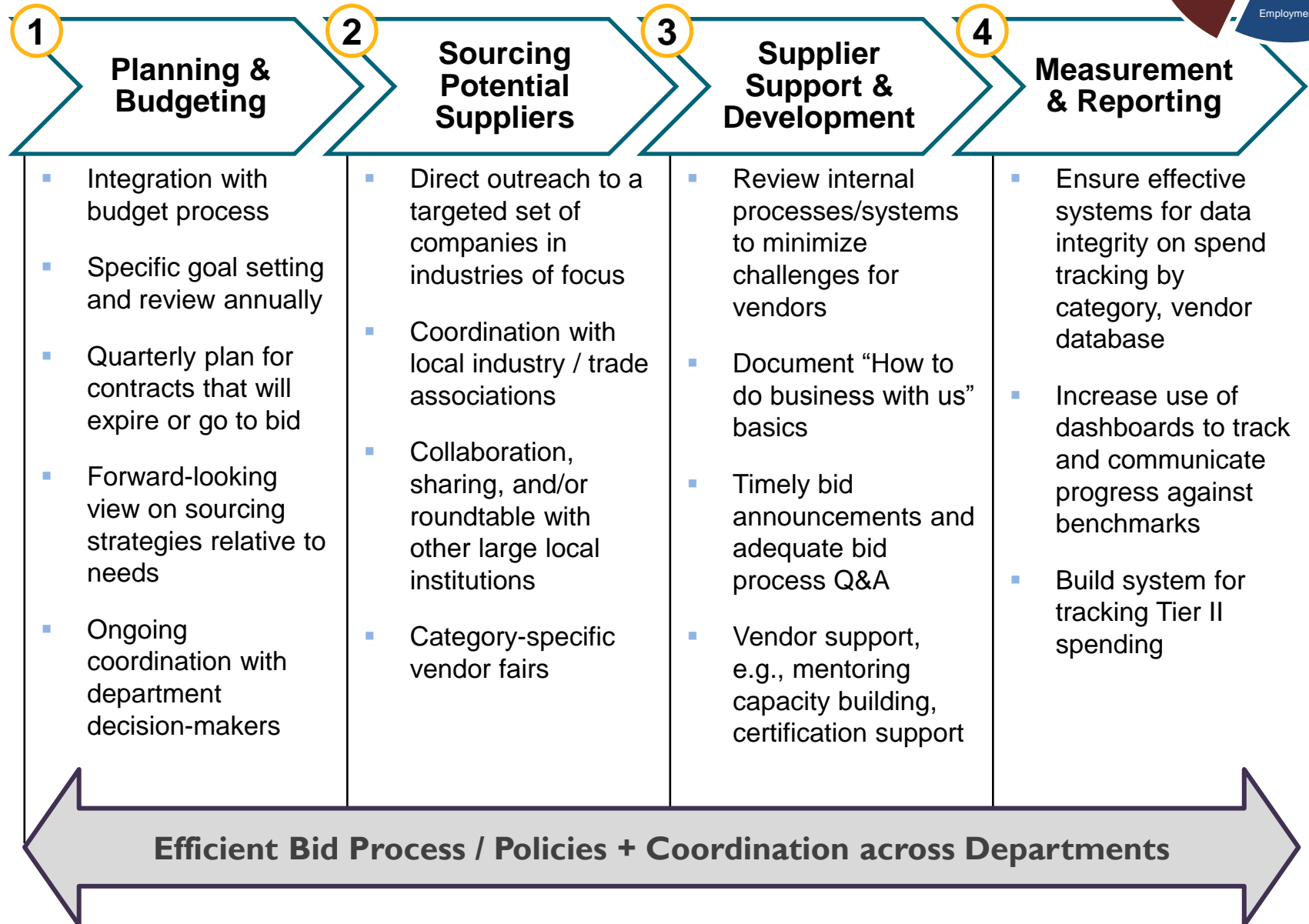
## Analytical approach

- Identified categories of spend appropriate for local purchasing outside of GPOs based on data from other hospitals nationally
- Performed bottoms-up analysis to quantify the local supply base
- Interviewed LA County institutions to understand their areas of focus and impact

**Total Establishments with 5 or More Employees  
5 Mile Radius, 2010**



# Purchasing: Key Elements for Building a Local Supply Base





# Supporting Local Businesses with Local Purchasing

## **Construction**

Alameda Construction Services, Inc.  
ALCO Construction  
Schmidt Construction

## **Facilities Management / Landscaping**

Cisneros Landscaping  
Tru Green Lawn Care  
Valley Crest Landscape Maintenance

## **Office Supplies**

Acorn Paper Products  
Allphase Business Supplies Corp.  
3S Corp.



St. John's  
Well Child &  
Family Center



## **Food Service**

Diana's Mexican Food Products, Inc.  
Hannah Max Baking

## **Printing Services**

California Marker Copies  
Sumi Printing & Binding  
Weber Printing Co.

## **Mail / Messenger Service**

Florence Business Center  
Premier Mailing

## **Waste & Recycling**

Republic Services  
Waste Management  
Waste Resources

# Benchmarking in Purchasing: Source Detroit

Source Detroit seeks to increase the share of \$1.7B in purchasing by **Wayne State University, Detroit Medical Center, and the Henry Ford Health System** to Detroit-based firms

47 new local vendors identified, 20 vendors engaged, 11 new contracts awarded totaling \$16.5M

Newly replicated by the private sector in downtown Detroit

## Specific Strategies to Drive Local Purchasing:

- Commodity-based procurement focuses anchor purchasing around food, facilities maintenance, waste removal, and printing services
- Purchasing officers work collaboratively to identify Detroit-based vendor opportunities and share information about existing vendors
- Vendors are invited to present products and services at annual Detroit-based vendor fairs. Last year's event attracted over 150 potential vendors
- The anchor leadership teams work to attract new businesses to Detroit by leveraging their collective spend. Once businesses are convinced to locate in Detroit, Detroit Economic Growth Corp. facilitates the actual attraction effort





# Benchmarking in Purchasing: University Hospitals (UH), Cleveland, Vision 2010 Goals

**UH spent \$1.2bn over 5 years** on a major expansion and wanted to invest significantly in its local community by:

- Contracting with as many **M/WBE and local businesses** as possible
- Pioneering a **“new normal”** for how large institutions should conduct business

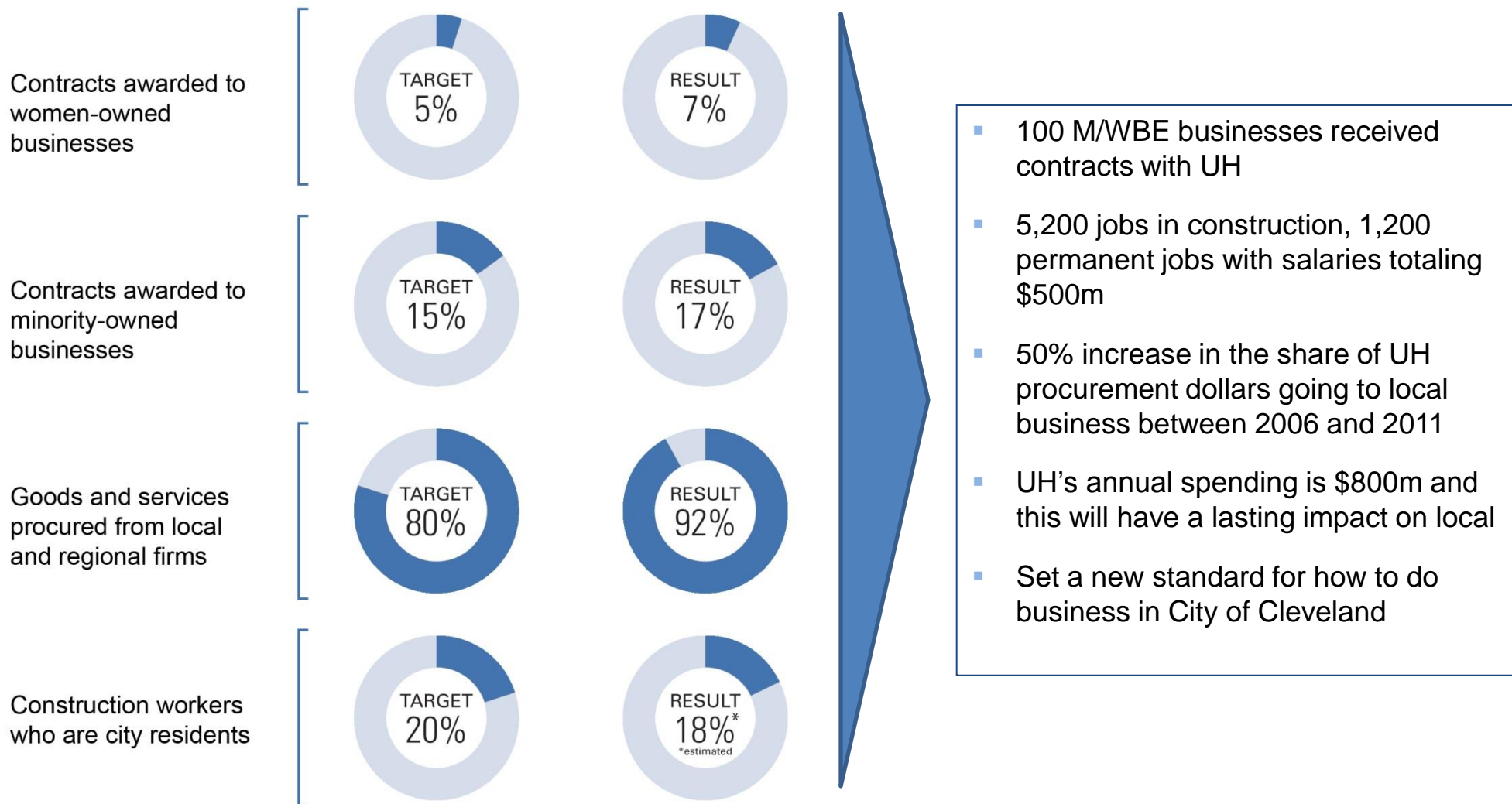
## Specific Strategies to Drive Local Purchasing:

- Signed innovative **PLA with trade unions** to meet diversity goals
- Changed **internal processes** to give preference to local vendors
  - Innovated around bonding, retainage, bid size and bidding
  - Created JVs of small, local firms with larger, experienced firms
  - Regionally based companies encouraged to open Cleveland office and employ locally
- Invested in **training programs** to increase M/WBE participation in construction
- Retained a **third-party firm** to create processes to achieve goals and monitor progress



# Benchmarking in Purchasing: University Hospitals, Cleveland, Vision 2010 Outcomes

## Vision 2010 Outcomes





# How the Healthcare Cluster Supports a Healthy Community



# Real Estate Development



- **Implement a real estate development strategy that supports a vibrant and healthy community**

- Enhances employee, patient and visitor experience
- Promotes economic development
- Creates local accessible jobs
- Increases the attractiveness and vibrancy of the community
- Encourages additional public and private sector development
- Promotes open space and healthy food opportunities

- **Recommendations built upon**



- Site tours with developers and real estate brokers
- Research and industry cluster analysis
- Stakeholder interviews

# Increased Investment in the Community is Underway



## ■ Projects moving forward

- \$400M MLK community hospital / outpatient clinic
- \$6M S. Wilmington Ave. public improvements
- \$28M Rosa Parks / Willowbrook metro station redevelopment
- \$30M new construction of 114 units of senior housing with library, community space, retail
- \$30M rehab of affordable housing units in area
- Passive open space / recreational area
- General plan update to accelerate private sector opportunities

## ■ Projects in the early planning stages

- Proposed special needs autism clinic
- Proposed UCLA family practice clinic
- Proposed child development center



ROSA PARKS/WILLOWBROOK STATION  
VIEW OF PROPOSED TOD



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# The Medical Campus Development: Recommendations



## Parcel 1

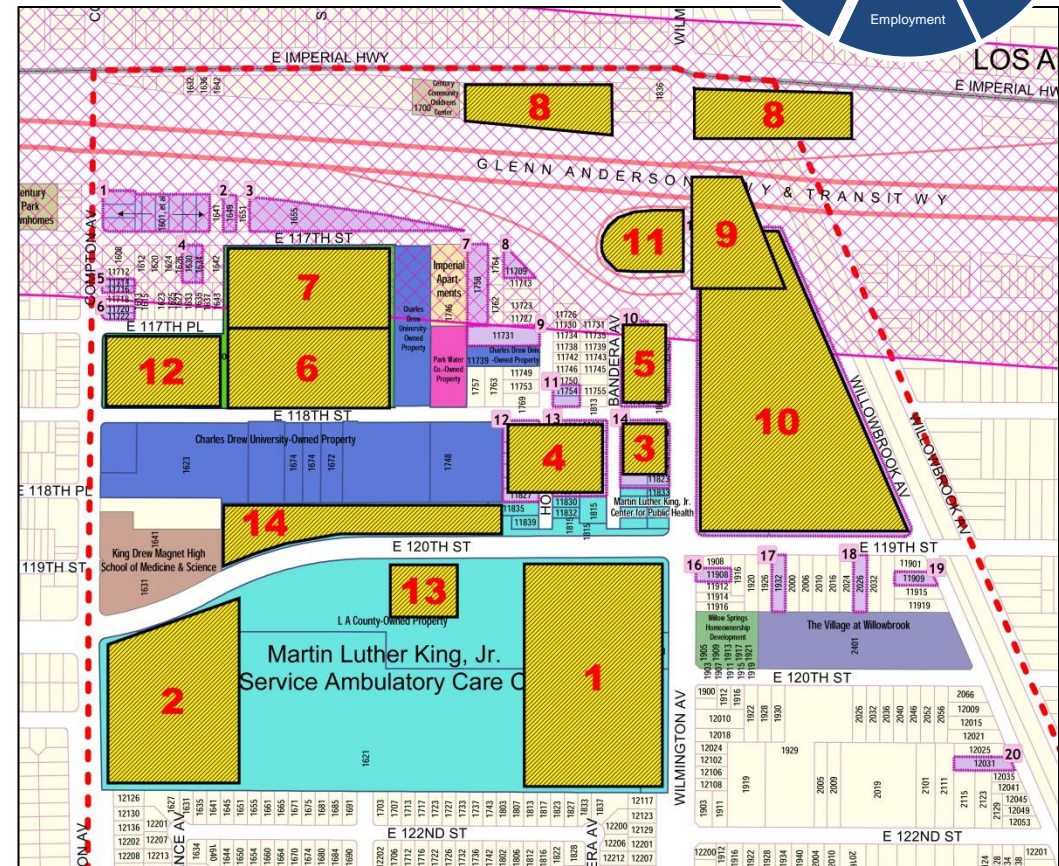
- Research / innovation center
- Medical office / clinic / urgent care / behavioral and mental health space
- Parking garage
- Childcare
- Sit-down restaurant / retail / amenities

## Parcel 2

- Assisted living facility
- Skilled nursing facility
- Rehabilitative care
- Senior housing

## Parcel 13

- On campus health-related retail



# Potential Opportunity Sites: Building A Healthy Community



## Parcels 3 and 4

- Parcel 3
  - FQHC / Autism center
  - Retail
- Parcel 4 - Mixed-use development
  - CDU expansion
  - Child development center
    - Provides support services for families
  - Community center
  - Structured parking

## Parcel 5

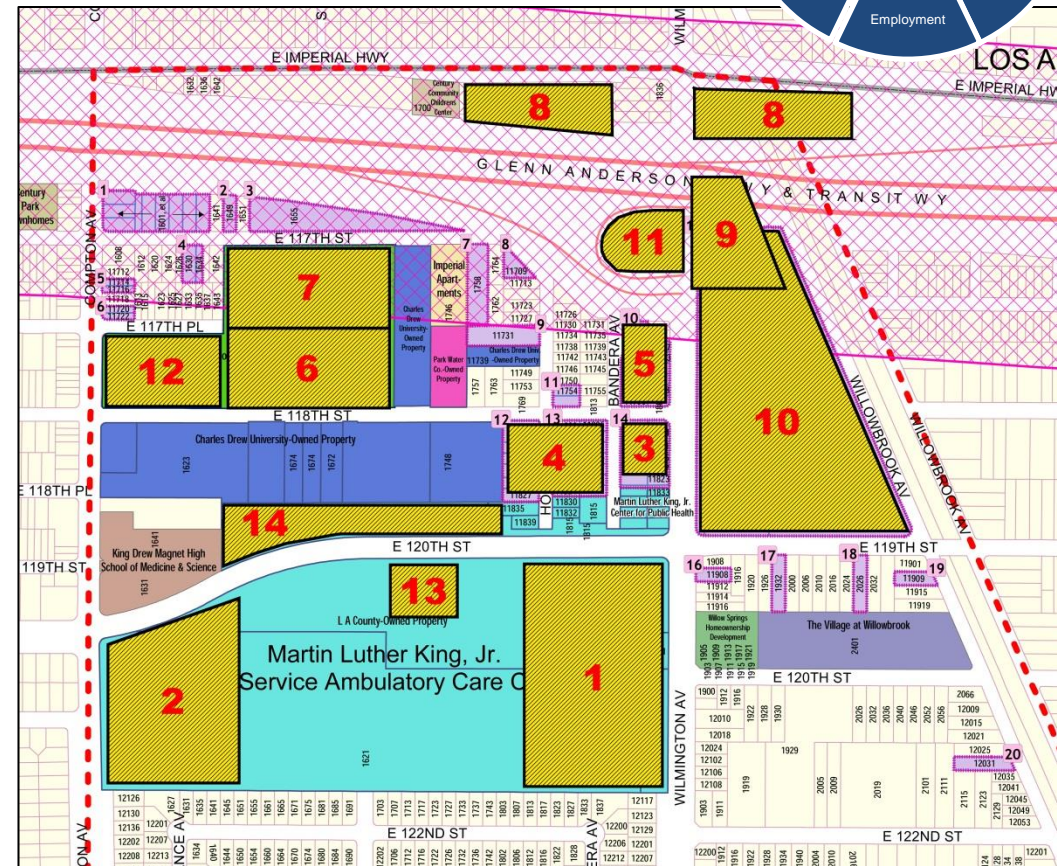
- Senior housing development with first floor retail or small format grocer, library, or community space

## Parcel 11

- Gateway amenity
- Parking, public storage

## Parcel 14

- CDU expansion





# Potential Opportunity Sites: Building A Healthy Community



## Parcel 9

- Metro Station renovation
  - Convenience store, farmers market, cafes, coffee shops, sheriff's station

## Parcel 8

- Park and ride

## Parcel 12

- Shared sports / athletic field

## Parcel 7

- Clean commercial uses or B2B office space

## Parcel 6

- Potential continuation of Parcel 7 uses
- Educational or research expansion of Charles Drew University

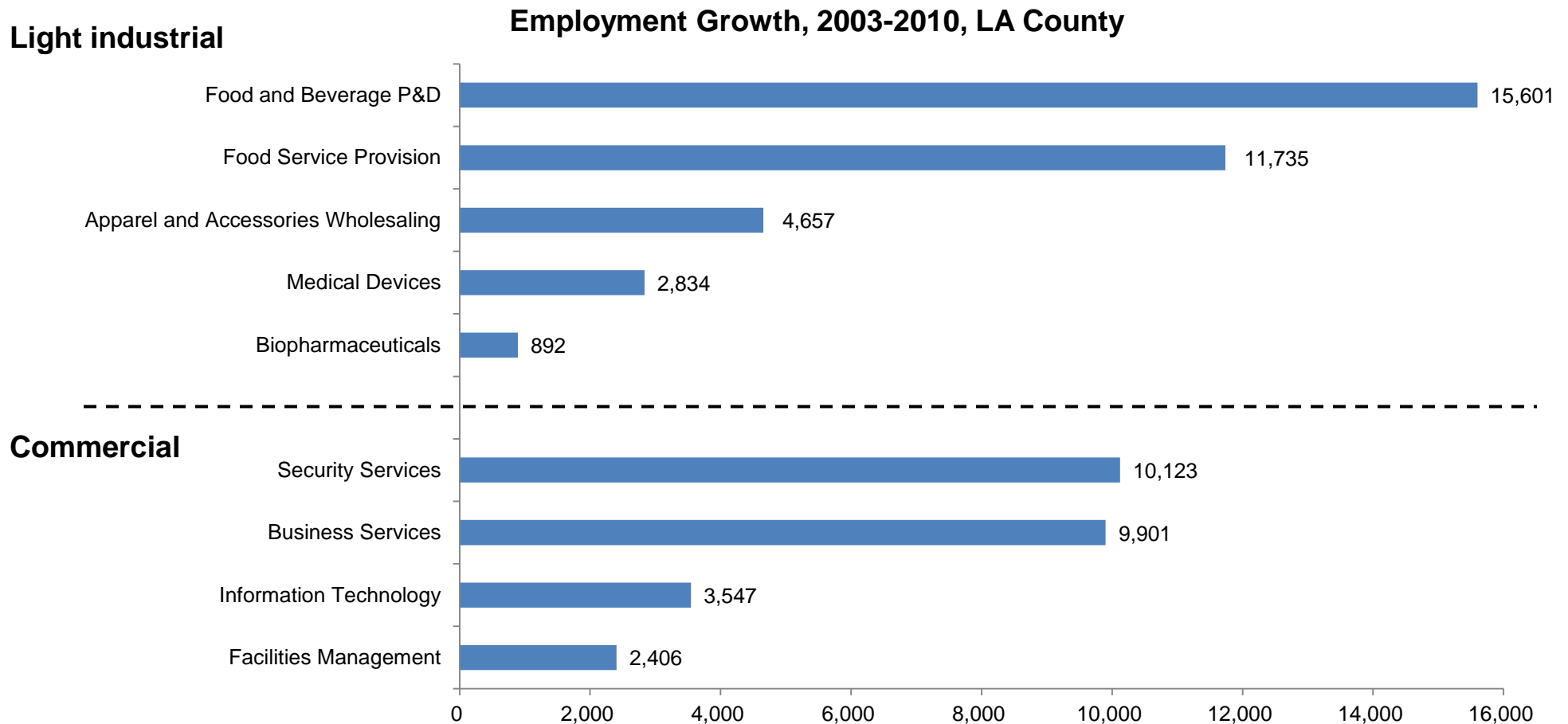




# Creating Jobs through Commercial / Light Industrial Development



- There are several high potential opportunities for commercial and light industrial development based on past regional job growth, parcel size, and residential location



# Financing the Vision



## Potential sources of capital to achieve greater economic development success

- Private corporate investment
- EB-5 financing
- Tax exempt bonds
- Grants (government, foundations, institutions)
- Special purpose funding
  - NMTCs
  - Community facility districts
  - FreshWorks fund
- Section 108 loans
- Community Development Block Grants (CDBG)

# Financing the Vision



## Projects eligible for New Market Tax Credits

- Retail / shopping centers
- Medical Office / office buildings
- Manufacturing facilities
- Child care facilities
- FQHCs
- Hotels
- Grocery stores
- Community facilities
- Recreational facilities
- Cultural facilities
- Residential (with legal restrictions)

# Implementation Roadmap: Next 6-12 months

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## Key next steps

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### **Project leadership**

- Formalize this stakeholder group
- Engage local champion(s) and support team to facilitate implementation

### **Primary/urgent care provision**

- Tour potential sites with operators and developers; align on optimal mix and timing of new capacity
- Develop business plan and define capital stack for project(s)
- Coordinate completion of environmental reports taking into consideration maximum build out for mixed use
- Initiate education/awareness campaign to drive utilization at appropriate sites of care

### **Workforce development**

- Convene working group with employer champion(s)
- Identify participating employers for each occupation
- Secure WIA sector grant; identify and pursue additional funders for each program
- Secure delivery partners and develop curriculum for each occupation

# Implementation Roadmap: Next 6-12 months

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## Key next steps

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### Purchasing

- Convene leadership of surrounding institutions; establish procurement and construction task forces
- Agree on “short list” of target categories, identify high-potential suppliers in each category
- Develop supplier support and development program(s)

### Real estate development

- Pursue acquisition of Compton Unified site
- Complete land swap/lease/easement with CDU on parcel #14
- Tour potential sites with developers
- Collaborate with autism center and mixed-use developer for RFP on parcels #3, 4
- Issue RFI/RFP for parcel #2
- Prioritize parking on list of proposed County projects
- Move Saffron project forward