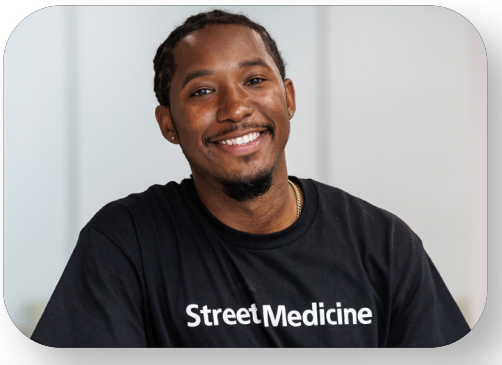
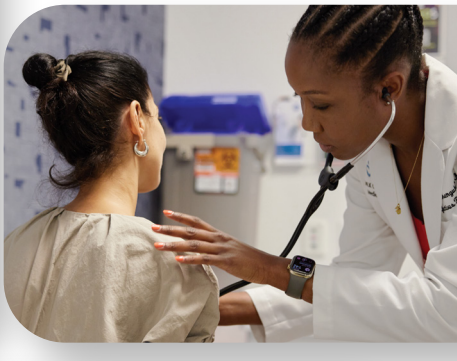
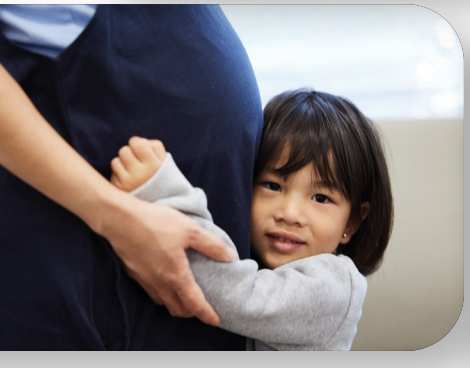
MLK Community Healthcare













2027–29 COMMUNITY IMPLEMENTATION PLAN







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MESSAGE FROM THE SENIOR VICE PRESIDENT OF POPULATION HEALTH

The 2026 Community Health Needs Assessment confirms what we see every day across South Los Angeles: health is shaped not only by what happens in a hospital or medical office, but also by whether people can find a doctor, afford care, obtain healthy food, secure stable housing and access support when they need it.

South Los Angeles continues to face severe shortages of primary care physicians and specialists. Many residents delay care, have no regular source of care or turn to the emergency department because other services are unavailable or difficult to access. For people managing chronic disease, behavioral health conditions, housing instability or other complex needs, these barriers often overlap and compound one another.

This Implementation Strategy describes how MLK Community Healthcare will respond over the next three years. Guided by health data and input from community members and partners, we have identified five priority areas:

- Access to preventive, primary and specialty care
- Management of chronic health conditions
- Behavioral health
- Homeless health
- Social drivers of health

Our work will include strengthening connections to primary and specialty care, expanding telehealth and maternal health services, supporting chronic disease prevention and management, providing integrated behavioral healthcare, bringing medical care directly to people experiencing homelessness, and helping patients access food, transportation, housing and other essential resources.

These efforts build on work already underway across MLKCH and throughout the community. They also reflect an important principle of population health: improving outcomes requires us to address immediate healthcare needs while confronting the social and structural conditions that contribute to poor health.

No single hospital or organization can do this work alone. Meaningful progress depends on sustained collaboration among healthcare providers, public agencies, community-based organizations, funders, policymakers and the residents we serve. Our partners bring trusted relationships, specialized knowledge and resources that are essential to reaching people where they are and creating lasting change.

The challenges facing South Los Angeles are significant, particularly as safety-net providers prepare for growing financial and policy pressures. Yet we remain committed to advancing practical, community-centered solutions that improve access, strengthen continuity of care and help residents live healthier lives.

This strategy is both a roadmap and a commitment: to act on what we have learned, measure our progress and continue working alongside our community to build a more equitable healthcare system for South Los Angeles.



Jorge Reyno, MD
Senior Vice President, Population Health
MLK Community Healthcare



ABOUT MLK COMMUNITY HEALTHCARE

MLK Community Healthcare (MLKCH) is a private, nonprofit healthcare system that includes a safety-net hospital on the MLK Medical Campus in South LA and physician-led primary and specialty care centers.

Specifically, MLKCH offers:

- **MLK Community Hospital:** A 131-bed facility for inpatient care offering emergency, inpatient, critical care, maternity, general surgery and ancillary services typical of a community hospital.
- **Outpatient Care Centers:** We operate two outpatient care centers in South LA, offering primary and specialty care.
- **Wound Care Center:** MLKCH operates South LA's only wound care center with two hyperbaric chambers for the advanced treatment of non-healing wounds and other complex health conditions.
- **Community-based care:** MLKCH offers in-community programs, including health education and screening, in-home care and street medicine.

More than any other region of the county, South Los Angeles is disproportionately disadvantaged by inequities in healthcare and physical resources, leaving a lasting impact on health, well-being and quality of life for our community. Since opening in 2015, MLKCH has worked address these disparities by providing high-quality, coordinated care to the region.

Defined Community

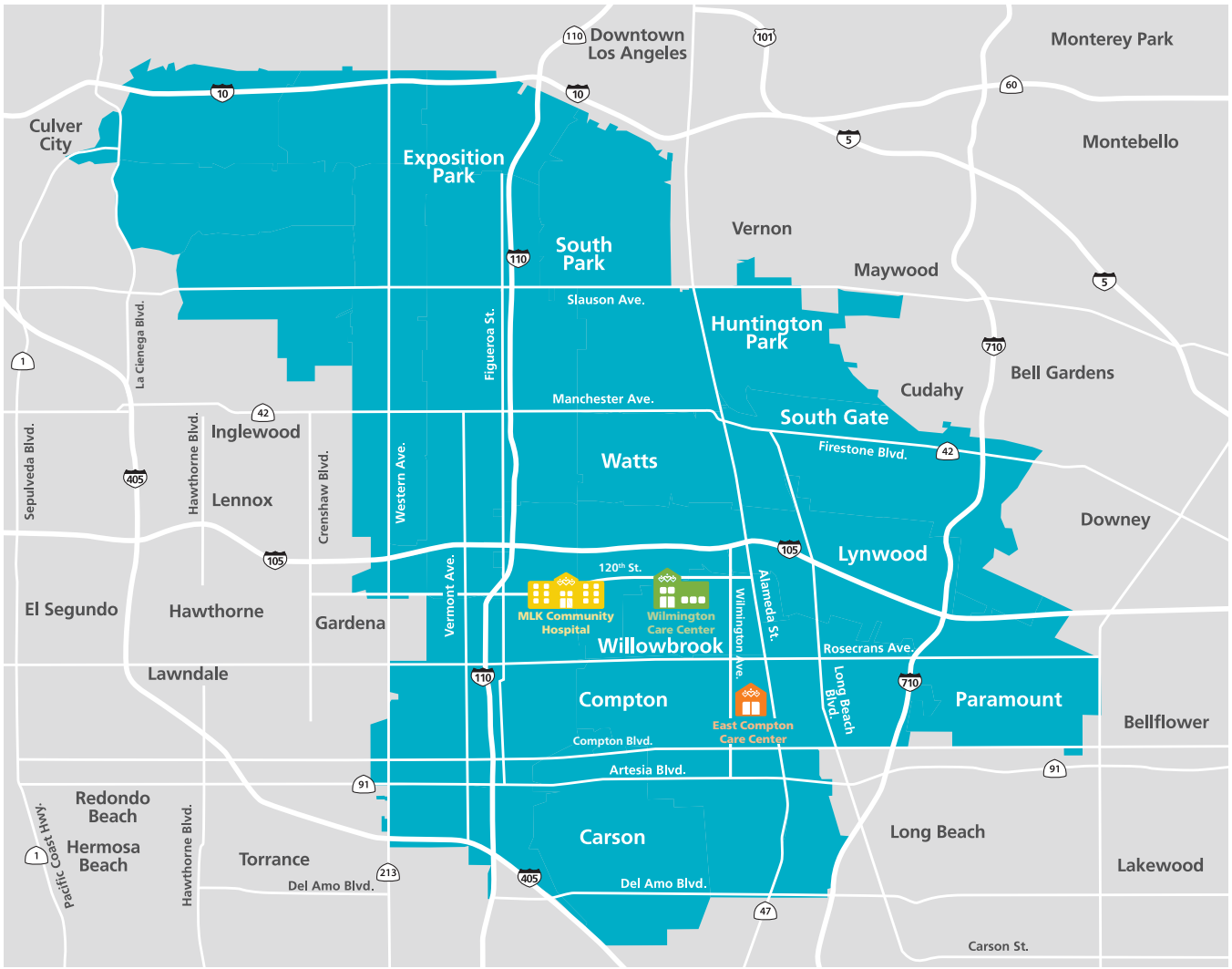
MLKCH's defined community includes Service Planning Area (SPA) 6 and the 27 ZIP codes located within a three-mile radius of the hospital, including communities like Exposition Park to the north, Carson to the south and Huntington Park to the east.

Our anchor institution, MLK Community Hospital, is located at 1680 E. 120th Street in Los Angeles, California. The map and table below identify the ZIP codes included in the hospital's defined community.

Definition

Service Planning Areas (SPAs) are eight geographic regions used by the Los Angeles County Department of Public Health to target health, mental health, and social services based on local community needs. Service Planning Area 6 (SPA 6) covers the South Los Angeles region, serving the communities of Athens, Compton, Crenshaw, Florence, Hyde Park, Lynwood, Paramount, and Watts.





GEOGRAPHIC AREA	ZIP CODE
Carson	90746, 90747
Compton	90220, 90221, 90222
Gardena	90247, 90248
Huntington Park	90255
Los Angeles *(including Jefferson Park, Florence/South Central and West Compton)*	90001, 90002, 90003, 90007, 90008, 90011, 90016, 90018, 90037, 90043, 90044, 90047, 90059, 90061, 90062, 90089
Lynwood	90262
Paramount	90723
South Gate	90280

A COMMUNITY IN NEED

South Los Angeles is a region of rich cultural diversity and resilience. It is also a community that continues to experience the effects of decades of structural inequities that have shaped access to healthcare, education, housing and economic opportunity.

Today, South Los Angeles remains medically underserved, with significant shortages of primary care physicians and medical specialists. Large portions of the community—including the area served by MLK Community Healthcare—are federally designated as both **Health Professional Shortage Areas (HPSAs)** and **Medically Underserved Areas (MUAs)**, reflecting longstanding barriers to accessing preventive, primary and specialty care.

As a result:

- Life expectancy is among the lowest in Los Angeles County, with a mortality rate 22% higher than the county average.
- The community faces a shortage of more than 1,500 primary care and specialty physicians.
- Many residents rely on the emergency department as their primary source of care. MLKCH's emergency department treats more than 125,000 patients each year—approximately four times the volume it was originally designed to serve.

MLKCH's service area is home to more than 1.3 million residents, representing 13.3% of Los Angeles County's population[1]. More than 90% of residents identify as Hispanic/Latino or Black/African American[2]—communities that experience disproportionately high rates of chronic conditions such as diabetes, heart disease and obesity due to longstanding inequities in access to care, socioeconomic conditions, environmental exposures and chronic stress.

A significant portion of MLKCH's patient population is uninsured, underinsured or eligible for Medi-Cal, with approximately 75% relying on Medicaid coverage[3]. For many residents, financial barriers and gaps in health insurance coverage contribute to delayed care. When healthcare needs become urgent, the emergency department often serves as the community's healthcare safety net, providing care regardless of a patient's ability to pay.

Definition

Health Professional Shortage Area (HPSA)
A federally designated area or population with too few primary care providers. The designation also considers factors such as poverty, infant mortality and whether available providers can meet community needs.

Medically Underserved Area (MUA)
A federally designated area with limited access to primary care. The designation is based on provider availability, poverty, infant mortality and the percentage of older adults in the population.

At the same time, this greater reliance on clinics, community hospitals and emergency departments—or having no usual source of care—reflects broader gaps in access to consistent, preventive and primary care services. Together, these patterns indicate that the primary care infrastructure in SPA 6 is not sufficient to meet the community's needs. Delayed access to care contributes to worsening chronic disease and places additional strain on an already overburdened healthcare system.

These realities underscore the importance of a strong healthcare safety net and continued investment in accessible, community-based care.

[1] U.S. Census Bureau, "American Community Survey 5-Year Estimates: Comparison Profiles 5-Year," 2014–2018 and 2019–2023, DP05. https://data.census.gov/
[2] U.S. Census Bureau, "American Community Survey 5-Year Estimates: Comparison Profiles 5-Year," 2019–2023, DP05. https://data.census.gov/
[3] MLKCH data scientists, using MLKCH Electronic Medical Records, Patient Profile, 2025.



COMMUNITY HEALTH NEEDS IDENTIFIED IN THE 2026 CHNA

MLKCH completed its 2026 Community Health Needs Assessment (CHNA) to identify unmet health needs in the service area and guide our organization's prioritization of community health needs. The assessment serves as the basis for this Implementation Strategy, the annual Community Benefit Plan, as well as Community Benefit strategies, programs, services and commitments.

Data for the CHNA was compiled from local, county and state sources—as well as directly from MLKCH—to assess significant health needs. MLKCH also conducted 40 interviews with key community stakeholders serving residents of South Los Angeles, along with focus groups, to identify community concerns.

In determining its implementation priorities, MLKCH considered the immediate health needs of our patients, as well as the deeper social and economic conditions that contribute to health disparities.

Community stakeholder input, findings from the data analysis, and the hospital's capacity to make a meaningful impact also informed the selection of the five priority areas below:

- Access to Preventive, Primary and Specialty Care (including Maternal and Infant Health)
- Management of Chronic Health Conditions
- Behavioral Health
- Homeless Health
- Social Drivers of Health

These priorities and our planned strategies to address each are described below.

1 Access to preventive, primary, and specialty care

Priority Health Need	Access to a broad range of quality, culturally appropriate healthcare services, including primary, specialty and surgical care.
Goal	To expand access to culturally appropriate preventative, primary and specialty care for medically underserved community members in South Los Angeles, with an emphasis on maternal and infant health.
Impact	■ Increase the availability of culturally and language-appropriate preventative, primary and specialty healthcare services in South Los Angeles. ■ Recruit and retain health professionals across all specialties to improve timely access to preventive, primary and specialty care. ■ Expand resources that help residents overcome barriers to care, including lack of insurance coverage, unaffordable care and limited transportation.

Programs and Strategies	Partnerships and Collaborations
Connecting Patients to a Medical Home To access primary and specialty care, MLKCH will continue to connect people to medical homes through MLK Community Medical Group (MLK CMG), LA County Department of Health Services facilities, as well as local Federally Qualified Health Centers. MLK CMG will also continue developing its network of physicians across multiple specialties to support timely diagnosis, treatment and ongoing management of complex health conditions. This work supports patients who receive care in the emergency department to connect with appropriate outpatient providers for continued care.	■ MLK Community Medical Group ■ Care Management and Social Services ■ Physician Relations ■ MLKCH Graduate Medical Education/ Internal Medicine Residency Program ■ St. John's Community Health ■ Watts Healthcare Corporation ■ LA County Department of Health Services
Telehealth Services MLK CMG will continue using telehealth to expand access to timely healthcare services. Video and telephone visits can reduce transportation and scheduling barriers, support follow-up care and, when appropriate, help patients avoid emergency department visits for needs that can be managed in outpatient settings.	■ MLK Community Medical Group ■ Teladoc Health ■ Doxy.me

Programs and Strategies	Partnerships and Collaborations
MLKCH Prenatal, Childbirth, and Postpartum Services MLKCH's midwife-led maternity care model emphasizes personalized, culturally responsive support throughout pregnancy, delivery and recovery. This approach is especially important in South Los Angeles, where women of color face disproportionately high risks of pregnancy- and childbirth-related complications. MLKCH provides 24/7 on-site coverage from both an obstetrician and a certified nurse-midwife. Our maternity care team—including nurses, midwives and physicians—also reflects the racial and cultural diversity of the community we serve. Additional services include prenatal care, breast-feeding education, peer support groups and outpatient lactation care. MLKCH also continues to expand access to maternal and child health specialists through community partnerships.	■ Los Angeles County ■ MLKCH Labor & Delivery Staff ■ MLK Community Medical Group - Lactation Outpatient Clinic ■ Community healthcare providers ■ African American Infant and Maternal Mortality Prevention Initiative ■ Women, Infants and Children (WIC)
Health Insurance Enrollment Assistance MLKCH will help reduce the number of uninsured community members by connecting eligible patients with enrollment assistance for Medi-Cal and other public health coverage programs through the MLKCH Patient Access team. The MLKCH Street Medicine team, which provides care and support directly to people experiencing homelessness in community settings, will also help eligible patients enroll in Medi-Cal through coordination with Patient Access.	■ Los Angeles County Department of Social Services ■ MLKCH Patient Access ■ MLK Community Medical Group broker partners ■ MLKCH Street Medicine Program
Financial assistance MLKCH will continue providing free or discounted hospital services to eligible patients through its financial assistance and charity care policy. Assistance is available to qualifying patients with household incomes up to 450% of the Federal Poverty Guidelines.	■ MLKCH Finance Department
Transportation for Health Appointments MLKCH will continue providing transportation assistance to help eligible patients overcome the health access barriers of getting to and from medical appointments.	■ Local public and private transportation providers ■ Uber Health

Programs and Strategies	Partnerships and Collaborations
Internal Medicine Residency Program MLKCH's Internal Medicine Residency Program provides hands-on clinical training for physicians in South Los Angeles, with an emphasis on health equity, social medicine and culturally responsive care. By training residents within the community, the program aims to strengthen the local physician workforce and encourage more doctors to continue practicing in South Los Angeles.	■ MLKCH Graduate Medical Education (GME) Program
COPE Health Scholar and Care Navigator Program MLKCH will continue engaging participants in the COPE Health Scholars and Care Navigator Program, a healthcare workforce development initiative that provides aspiring health professionals with hands-on experience in clinical and administrative settings. Working across MLKCH departments, Health Scholars and Care Navigators support patient navigation, help connect patients with information and services, and contribute to a timelier and more coordinated care experience. Through this work, participants also gain a deeper understanding of the culture, language and healthcare needs of the South Los Angeles community as they prepare for careers in healthcare. The program supports both workforce development and patient care by helping reduce delays, address patient needs and improve the overall patient experience at MLKCH.	■ COPE Health Solutions
Healthcare Workforce Diversity MLKCH will continue recruiting and retaining a workforce that reflects the racial, ethnic, cultural and linguistic diversity of the South Los Angeles community. A representative workforce can strengthen trust, communication and culturally responsive care while creating career opportunities for local residents.	■ MLKCH Human Resources

2 Behavioral Health

Priority Health Need	South Los Angeles has a high prevalence of behavioral health conditions, such as mental health and substance use disorder, with insufficient access to treatment and recovery resources.
Goal	Increase access to behavioral health services and connect residents with appropriate treatment and support in culturally appropriate environments that promote recovery.
Impact	■ Maintain a team of qualified behavioral health professionals who provide on-site care, resources and connections and resources. ■ Increase referrals to mental health and substance use services for community residents. ■ Improve timely assessment, stabilization and follow-up care for residents experiencing behavioral **health crises.**

Programs and Strategies	Partnerships and Collaborations
Emergency Psychiatric Assessment, Treatment and Healing (EmPATH) Unit With a planned opening in 2026, MLKCH's EmPATH Unit will provide timely assessment, treatment and stabilization for community members experiencing behavioral health emergencies through the MLKCH Emergency Department. The unit will offer a supportive alternative to the traditional emergency department setting and connect patients with appropriate inpatient, outpatient and community-based services.	■ MLKCH emergency department ■ Behavioral health service and programs
Integrated Behavioral Health (IBH) Program MLKCH and MLK Community Medical Group will provide coordinated care for patients who come through the MLKCH emergency department with co-occurring mental health and substance use disorders. The IBH program connects patients with behavioral health specialists, treatment services and ongoing community-based support to strengthen continuity of care and improve health outcomes.	■ MLKCH and MLK Community Medical Group IBH team ■ MLK Community Medical Group social service providers ■ Exodus Recovery at MLK Medical Center ■ Community-based Licensed and certified mental health providers

Programs and Strategies	Partnerships and Collaborations
Integrated Behavioral Health (IBH) Telehealth Services MLKCH and MLK CMG will use telehealth consultations to expand access to behavioral health specialists, particularly for patients who face transportation, scheduling or other barriers to in-person care.	■ MLK Community Medical Group IBH team ■ Telepsychiatry providers

3 Management of Chronic Health Conditions

Priority Health Need	South Los Angeles has a high prevalence of chronic conditions, including diabetes, high blood pressure and obesity. Limited access to timely prevention and disease management can contribute to poorer health outcomes and higher healthcare costs.
Goal	Reduce the impact of chronic disease by expanding access to preventative care, as well as education and disease management services, like screenings and immunizations, that help community members improve and maintain their health.
Impact	■ Continued access to health screenings, vaccinations, education and preventive services that support early detection and chronic disease management. ■ Improve health outcomes by expanding programs that help community members understand and manage chronic conditions. ■ Reduce preventable complications and the need for higher-cost care.

Programs and Strategies	Partnerships and Collaborations
Chronic Condition Management Programs MLKCH will continue using evidence-based clinical practices and a coordinated care model to improve health outcomes for community members with diabetes and other chronic conditions such as heart disease, kidney disease and hypertension. Services will focus on prevention, education, treatment and ongoing disease management to reduce complications and improve quality of life.	■ MLKCH Diabetes Care Committee ■ MLK Community Medical Group Diabetes Education Program ■ Good Hope Medical Foundation ■ Community healthcare providers

Programs and Strategies	Partnerships and Collaborations
Know Your Basics Community Health Education Know Your Basics is a community-based program that provides screenings for high blood pressure, diabetes and other health risk indicators at health fairs, farmers' markets, resource fairs and family events. After each screening, MLKCH's Community Outreach team helps participants understand their results and identify appropriate next steps, such as lifestyle changes or follow-up medical care. During flu season, the program also offers vaccinations at community events. By bringing preventive services into trusted community settings, Know Your Basics helps residents identify potential health concerns early, make informed decisions and better manage chronic conditions such as diabetes and heart disease.	■ MLKCH and MLK Community Medical Group IBH team ■ MLK Community Medical Group social service providers ■ Exodus Recovery at MLK Medical Center ■ Community-based Licensed and certified mental health providers
ManUp! Men's Health Education in the Community ManUp! is MLKCH's free men's health education and screening program that partners with local barbershops in South Los Angeles to provide blood sugar, blood pressure and BMI screenings in trusted settings. Once the screenings are completed, MLKCH's Community Outreach team helps community members interpret their results and make a plan to better their health or maintain their healthy lifestyle.	■ Community barbershops

4 Homeless Health

Priority Health Need	SPA 6 has the second-highest number of people experiencing homelessness in Los Angeles County. Many face significant barriers to care and have chronic or acute health conditions that have gone untreated or are difficult to manage without stable housing.
Goal	Increase access to healthcare and community navigation services to help stabilize the health of persons experiencing homelessness and connect them to community-based organizations that can support meeting housing and basic needs.
Impact	■ Increase access to high-quality healthcare for people experiencing homelessness, resulting in improved health and greater quality of life. ■ Expand street-based medical services for people experiencing homelessness. ■ Continue supporting patients experiencing homelessness in navigating social services and basic-needs resources.

Programs and Strategies	Partnerships and Collaborations
Street Medicine MLKCH will continue providing medical care, care coordination and consultative support in community settings where people experiencing homelessness live and receive services. The program is designed to serve both patients transitioning from the hospital and individuals who may have never received care at MLKCH. Three mobile teams provide medical care and support directly to people experiencing homeless-ness in the places where they live. Traveling by van, the multidisciplinary teams include physicians, nurse practitioners, nurses, a social worker, an occupational therapist, medical assistants and community outreach staff. Street Medicine providers deliver care directly on the street and at temporary housing sites, help patients connect with ongoing medical and social services, and reduce gaps between hospital-, shelter- and community-based care.	■ MLKCH Street Medicine Program ■ Shelter and community service provider for unhoused individuals for post-discharge navigation ■ L.A. Care Health Plan ■ Health Net, LLC

Programs and Strategies	Partnerships and Collaborations
Post-discharge Homeless Navigation MLKCH will provide post-discharge support to patients experiencing homelessness through care management, resource navigation and connections to community services. In partnership with housing and homeless-service providers and health plans, MLKCH will help patients access temporary housing, food, clothing, post-acute care and other essential resources needed to support recovery after discharge.	■ MLKCH Care Management ■ MLKCH Homeless Services Support Team ■ Temporary housing, recuperative care, and post-acute care providers ■ Health plans supporting recuperative care
Housing Support Services MLKCH will participate in the Homeless Housing and Support Services (HHSS) program, a comprehensive initiative under the California Advancing and Innovating Medi-Cal (CalAIM) framework developed by the Department of Health Care Services (DHSC). This program integrates Community Supports, including housing navigation, tenancy services, and recuperative care to address the needs of people experiencing homelessness.	■ L.A. Care Health Plan ■ Health Net, LLC.

5 Social Drivers of Health

Priority Health Need	A growing number of South Los Angeles residents face challenges related to housing, transportation, food insecurity, community safety and other social conditions that affect their ability to access care and maintain their health.
Goal	Improve access to food, housing, in-home care and other social services that support healthier living conditions and better health outcomes.
Impact	■ Increase access to social support resources that help residents manage their health and improve their quality of life. ■ Expand access to healthy food, nutrition education and food-assistance resources. ■ Increase connections to housing assistance, in-home care and other services that address health-related social needs.

Programs and Strategies	Partnerships and Collaborations
Supporting Basic Needs for Homelessness MLKCH will connect people experiencing homelessness with housing assistance, food, clothing, hygiene supplies and other essential resources available and related public and community programs.	■ MLKCH Homeless Services Team ■ MLKCH care management and social workers ■ Community-based organizations
Social Drivers of Health (SDoH) Screening Using the Protocol for Responding to and Assessing Patients' Assets, Risks and Experiences (PRAPARE) screening tool, MLKCH will assess patients and community members for unmet health-related social needs, including food, housing, transportation and financial barriers. Based on PRAPARE screening results, community members will be connected to the appropriate resources and services.	■ MLKCH Social Services ■ MLKCH Care Management ■ Community resource providers
Recipe for Health Food Access Program MLKCH will continue addressing food insecurity and nutrition-related chronic conditions by connecting eligible patients and families with healthy food, nutrition education, peer support and other food-access resources through the Recipe for Health program. MLKCH Social Services will also provide information about food assistance resources available on the MLKCH website and refer community members to partner programs, including support with CalFresh enrollment.	■ MLKCH Recipe for Health Food Program ■ MLK Community Medical Group ■ MLKCH Food and Nutrition Services and Clinical Registered Dietitians ■ Sodexo ■ LA Care Community Resource Centers
Home Paramedicine Program MLKCH will support patients following hospital discharge through in-home follow-up care, health education and clinical monitoring. The program will help patients understand and follow their care plans, manage health conditions and connect with needed services, with the goal of improving outcomes and reducing avoidable emergency department visits and hospital readmissions.	■ DocGo – a company providing mobile healthcare and chronic care management in the home



CONCLUSION

Evaluation of Impact

We will establish metrics to measure performance and progress toward each goal. An evaluation of the impact of the hospital's performance on addressing these significant health needs will be reported in the next scheduled CHNA.

Significant Needs Outside of Hospital Scope

MLKCH is committed to improving the health of our community and to addressing the significant health needs identified in the 2026 CHNA. We grouped these significant needs into five categories: access to preventive, primary and specialty care, behavioral health, management of chronic health conditions, homeless health, and social drivers of health.

For the needs that were not identified from the 2026 CHNA for the following three years, we will continue to identify additional services and collaborate with partners in the community to address these issues and others that may arise as our community evolves.

MLK Community Healthcare's Community Benefit efforts are shaped by our 2026 Community Health Needs Assessment and our vision to build a healthier South LA. We do this by addressing the immediate health needs of our patients, as well as the deeper social and economic conditions that contribute to health disparities. Based on this assessment—and in alignment with our organizational capacity and expertise—MLKCH has prioritized the five focus areas outlined in this Implementation Strategy.

Additional community health needs that fall outside of the scope of our implementation strategy were identified through the CHNA process. They include: economic security, environmental health, infectious diseases, and community safety/violence reduction. MLKCH remains focused on the priority areas where our work can have the greatest measurable impact. We will continue to work in partnership with other providers and community organizations to ensure a broader, collaborative response to the health needs of SPA 6.

Report Availability and Comment

Please refer to our 2026 CHNA for more information on these significant health needs, community profile, and the primary and secondary data sources used to identify those needs. The CHNA and this Implementation Plan will be available on the hospital's website at mlkch.org/community-reports.

Your feedback on this report is welcome. You may send written comments to or request more information on these community reports at kyb@mlkch.org.



MLK Community Healthcare

mlkch.org @YourMLKCH