

International Consulting Services

As a leading US academic medical center with vast experience in multidisciplinary clinical services and hospital management, UCLA Health has the unique ability to advise on international healthcare projects and opportunities. Through cross-sector partnerships and a tailored approach, UCLA Health can assist organizations in developing new clinical programs or facilities, optimizing their existing operational performance, introducing new cutting-edge treatments, and delivering better value for patients in a culturally-sensitive manner.

Advisory services available through UCLA Health include:

Greenfield hospital development

UCLA Health can advise on a full range of health care projects, from the development of greenfield hospitals to service line and program development. The typical stages of development are as follows:

Stage 1: Planning

This stage involves market research, financial modeling and evaluation for development of an informed strategy and investment plan. A high-level project roadmap is also developed.

Stage 2: Development

This stage involves confirming the scope of services, project schedule, and decision-making process, with a focus on implementation of the approved project plans.

Stage 3: Operations

This post-opening phase focuses on ensuring quality, productivity, and growth.

UCLA Health can provide the following services, both in Los Angeles and in the host country, as appropriate:

ADVISORY SERVICES

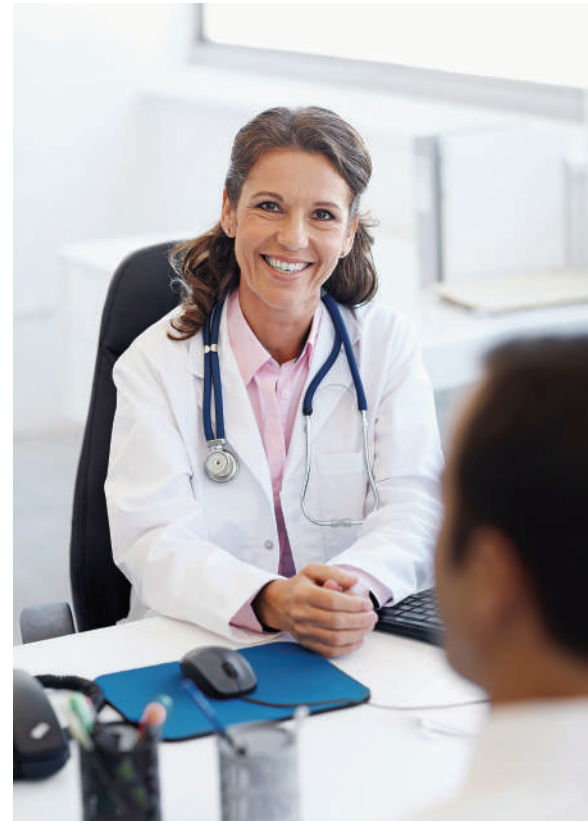
- Governance structure
- Hospital administration and operations
- Architectural & facilities design
- Equipment & IT planning
- Human Resources planning
- Standards, policies, procedures, and performance of:
 - Clinical Services
 - General Services
 - Nursing Department
 - Quality and Safety Management
 - Infection Control
- Regulatory Compliance
- Patient Experience
- Mock Joint Commission audits to ensure adherence to UCLA Health standards
- Developing pipeline for clinical research

EDUCATIONAL PROGRAMS

- Tailored education programs for: Executives / Administrators / Physicians / Nurses & Allied Health Professionals
- Conferences and symposiums
- In-service education & training sessions: clinical and non-clinical/professional development
- Grand Rounds
- Clinical observership(s)

TELE-HEALTH / TELE-MEDICINE

- Second Opinion Tele-Consults
- Tele-Tumor Boards
- Tele-Pathology
- Tele-Radiology
- Tele-ICU (General, Cardiology, and Neurology)



Service Line and Program Development

As a comprehensive health care system that understands the intricacies involved in delivering coordinated patient care across various specialties, UCLA Health possesses the unique expertise and insights to advise on health care service line and/or program development, offering the same full spectrum of services available for the development of greenfield hospitals.

CONTACT US

For more information about the International Consulting Services, visit uclahealth.org/international-services or e-mail us at: internationaldevelopment@mednet.ucla.edu

Case study: Kingdom Health Greenfield Hospital Advisory



About Kingdom Health & Kingdom University Hospital

The Saudi Jordanian Investment Fund (SJIF) is a Limited Public Shareholding Company based in Amman, Jordan. SJIF was formed in 2017 and pursues strategic, sustainable, and economically feasible investments in Jordan's vital and promising sectors. SJIF is the developer of Kingdom Health & Kingdom University Hospital, a greenfield academic medical center.

Background

UCLA Health was approached to advise on the development of a 320-bed general academic hospital in Amman, Jordan. A medical school is also being developed with University College London as the education partner. The hospital will focus on five Centers of Excellence: Cardiology, Orthopedics, Gastroenterology, Neurology, and Oncology. This project is an opportunity to enhance UCLA Health's impact worldwide through spreading best practices and top tier expertise in the field of medicine.

Project Objectives

By engaging in international partnerships, UCLA Health seeks to improve healthcare accessibility and delivery, advance medical education, and enhance clinical research throughout the world. In our current project with Kingdom Health & Kingdom University Hospital, we aim to meet the following three objectives:

Better Healthcare Model:

A fully physician-aligned model that focuses on the patient by providing seamless and integrated care for patients, leveraging on international experience and quality standards, direct involvement of physicians in hospital's operations, and modern technologies.

Better Healthcare Delivery:

Improve the quality of healthcare provided to Jordanians by providing high-quality, affordable, and holistic healthcare, through availing a fully-aligned, integrated institutional structure in affiliation with a leading global healthcare provider.

Better Medical Education and Research:

Enhance the quality of medicine education and produce better caliber of physicians in Jordan by introducing a world-class education that promotes ethical practices and provides modern and practical curriculums in collaboration with a leading international medical faculty.

UCLA Health's Role

- **Develop health administration strategy**
- **Develop service lines**
 - a. Provide standard department policies, job descriptions, and program differentiators
 - b. Develop quality assurance metrics
- **Provide educational offerings**
 - a. Conferences and congresses
 - b. Continuing Medical Education
 - c. In service education & training sessions
 - d. Development of sub-specialty education programs
 - e. Grand Rounds
 - d. Multidisciplinary Case Reviews
- **Guide governance structures**
- **Conduct site visits**
 - a. Clinician and administrative training and education
 - b. Mock Joint Commission audits to ensure adherence to UCLA Health standards
- **Support implementation & assessment according to performance standards for:**
 - a. Clinical Services
 - b. General Services
 - c. Nursing Department
 - d. Infection Control
 - e. Quality Management
- **Provide physician and administrator mentorship**
- **Develop pipeline for research**

Partnership Highlights

More than 200 experts from UCLA Health have been involved in the design and planning of this hospital:

- Our clinical and operational experts have advised on architectural planning to ensure effective care delivery and patient flow inside hospital.
- Our branding and marketing experts have advised on brand development, logo design, and guidelines.
- Our human resources team has commenced strategizing with our partners for recruitment, training, and culture.
- Our project management team continues to work day-to-day with our counterparts to ensure project success, including providing in-person/on-site trainings for newly hired staff, executives, and clinical & non-clinical partners.

Case study: Needs Assessment for Development of National Heart Transplant Program



About the National Cardiovascular Center Harapan Kita

National Cardiovascular Center Harapan Kita (NCCHK), located in Jakarta, Indonesia, is the preeminent cardiovascular center for treatment and surgery in Indonesia, treating over 16,500 inpatients annually. Since being designated by the Indonesian Ministry of Health as the national heart hospital in 2021, NCCHK has positioned itself as a leading provider of cardiovascular care. They are now actively working towards establishing the country's first heart transplant program.

Objective and program development

UCLA Health holds a global reputation as pioneers in heart transplantation, serving as a prominent domestic and international referral center for treating complex cases. Recognizing the strength of UCLA Health's Heart Transplant Program, NCCHK engaged UCLA Health to evaluate the feasibility and requirements for establishing Indonesia's inaugural heart transplant program at their Center. The needs assessment included a current state analysis whereby information was gathered through interviews with leaders from NCCHK and other key healthcare and governmental stakeholders, an on-site evaluation, consultation with heart transplant experts at UCLA Health, and desktop research.

Key areas considered in the assessment

- **Hospital and program analysis including:**
 - General hospital information - size, location, and current cardiac care services offered
 - Current patient population demographics, disease states, and services used
 - Medical equipment
 - Pharmacy formulary
 - Space/Infrastructure
 - Medical personnel- experience and qualifications
 - Ancillary resources such as social work, outreach & education, continuing medical education for clinicians
 - Funding and financial resources
- **Regulatory factors**
- **Governance structure**
- **Financial feasibility**
- **Technological factors**
- **Partnerships**
- **Supply chain logistics**

Top 3 findings

UCLA Health offered guidance to NCCHK across all evaluated areas. Key findings revealed the following:

1. NCCHK's existing infrastructure and equipment are well-poised to support heart transplant services, but there is a need to refine the organ registry system and align on clear regulatory guidelines.
2. NCCHK's investment in building a multidisciplinary cardiology program and specialized support services showcases its commitment to comprehensive cardiac care. Increased resources would be required to launch a transplant program as well as bolster long-term support in post-transplant outpatient heart failure care.
3. Most recommended pre- and post-transplant tests, as well as advanced heart failure medications, are available to NCCHK. Expanding lab services and establishing a pipeline for peri- and post-transplant medications are advised.

Actionable recommendations

To support the development and operations of a comprehensive heart transplant program, the following actionable recommendations were made:

- Refinement of organ registry system and standardization of regulatory guidelines
- Recruitment of required additional expertise
- Elevation of provider training & competency
- Optimization of operational infrastructure

Conclusion

By implementing the recommendations outlined in the needs assessment, NCCHK will be equipped with the necessary clinical expertise and infrastructure to develop and operationalize a sustainable heart transplant program. Working with UCLA Health will provide NCCHK with access to world-class expertise and training opportunities to establish themselves as a pioneer in the Indonesian and Southeast Asian health care market.

International Health Care Education Programs

Observership Programs

International Physician Observership

The UCLA Health International Physician Observership Program is an informal observational experience that enables participants to observe different clinical team members from the host department. Participants will shadow UCLA Health physicians, observe them in outpatient and inpatient clinical settings, and can attend department meetings, patient rounds, and grand round lectures. Observerships are typically one to three months long and provide participants the opportunity to immerse in UCLA Health's clinical programs, gain exposure to relevant techniques and technology, and build relationships with clinicians. Observers will receive a Certificate of Participation upon successful completion of the program. U.S. and California laws and regulations, as well as UCLA Health regulations are strictly enforced, and observers will not directly participate in patient care or advise on any cases.

International Nursing Observership

Our tailored nursing education programs feature didactic lectures on clinical and nonclinical professional development courses and can include nursing observerships for bedside nurses and nurse leaders. The observership component allows foreign licensed nurses to observe UCLA Health nurses in various units during patient rounds, bedside care, and clinical settings. The observers will be accompanied by a clinical nurse specialist, registered nurse, unit director, or healthcare staff at all times when observing patients. Depending on the nurse's specialty, learners have the opportunity to observe in these inpatient units: Cardiology, Hematology/Oncology, Medical Surgical, Neurosciences, Pediatrics/-Neonatology, Transplant/Surgical, Critical Care. U.S. and California laws and regulations, as well as UCLA Health regulations are strictly enforced, and observers will not directly participate in patient care or advise on any cases.



Health Care Leadership Training Programs

EXECUTIVE MANAGEMENT PROGRAM

The UCLA Health Executive Management Program is a tailored program focusing on healthcare management. Featuring UCLA Health's best practices and the UCLA Way, the program curriculum teaches healthcare leaders the unique skills and methods utilized at UCLA Health to manage a complex academic medical center. Program curriculum is tailored to the organization's needs and courses are taught by UCLA Health leadership. Topics may include but not limited to:

People

- Talent Plus and Onboarding
- Employee Recognition and Retention
- Healthcare Equity, Diversity, and Inclusion.

Service

- CICARE: UCLA Health's Patient Experience Philosophy,
- UCLA Health's HCAHPS (Hospital Consumer Assessment of Healthcare Providers and Systems) Initiatives

Quality

- UCLA Health's MOVERS (Mortality, Outcomes, Value, Experience, Readmissions, Safety) Strategy
- Value/TDABC (Time-Driven, Activity Based Costing) Initiatives

Operations

- LEAN Application for Process Improvement

Healthcare Innovation

- Biodesign
- Precision Health
- Digital Health and Artificial Intelligence in Healthcare

Risk Management

- Hospital Crisis and Emergency Preparedness
- Nursing Risk Management

NURSING LEADERSHIP PROGRAM

This tailored program provides international nurses insight into UCLA Health's nursing department's best practices and standards of care. Curriculum addresses

leadership, communication, teamwork, coaching/mentoring, patient safety and patient outcomes, and nursing innovation. The program length and curriculum are tailored to each institution's learning objectives and needs; an additional mentorship component and clinical observership can also be added to the tailored program.

SIMULATION TRAINING

Our simulation training programs use a variety of modalities such as high-fidelity mannequins, task trainers and standardized patients to optimize the achievement of expected learning outcomes. Specific scenarios are developed with subject matter experts to increase the validity of the simulation. The simulation programs aim to improve clinical performance, enhance response time, decrease deviation from practice standards, and elevate the patient experience. Participants will receive a Certificate of Completion upon successful completion of each program.

Success story: Hong Kong Sanatorium & Hospital Partnership (HKSH)



About HKSH

Hong Kong Sanatorium & Hospital (HKSH) is a leading private hospital in Hong Kong with a long-standing partnership with UCLA. The partnership started in 2010 with UCLA School of Nursing's faculty traveling to HKSH and providing educational lectures for their nurses. Each summer, HKSH nurses would also visit UCLA Health and participate in two-week long clinical observerships. The partnership further expanded when Dr. Walton Li, Chairman and Medical Superintendent of HKSH, visited UCLA in 2019 and signed a 3-year agreement to collaborate on nursing leadership programs.

Objective and Program Development

Hoping to elevate the nursing workforce across Hong Kong and Asia, Dr. Li identified five key priorities: 1) enhancing the level and recognition of nurses as a promotion, 2) promoting team-based care between multidisciplinary healthcare professionals, 3) providing nurses tools to successfully execute change management, 4) increasing understanding of value-based care and its clinical implications, and 5) increasing the awareness and sensitivity to the patient journey. As part of the 3-year agreement with HKSH, UCLA Health and UCLA School of Nursing collaborated to develop two tailored nursing education programs to achieve Dr. Li's vision.

HKSH Nurse Leadership Programs

HKSH DISTANCE LEARNING PROGRAM SERIES

- Each year for three years, UCLA recorded five (5) lectures on various leadership topics; the recorded lectures are provided to HKSH bedside nurses and nurse leaders.

ADVANCED NURSE LEADERS PROGRAM

- Each year for three years, HKSH nominated six (6) HKSH nurse leaders to attend this highly tailored program. The program's curriculum was customized based on attendees' goals and learning objectives. Topics included: coaching and mentoring, teamwork, effective and efficient communication, change management, and emotional intelligence.

- The program also included a mentorship component for each HKSH nurse leader, allowing the attendee to receive guidance and discuss professional and personal challenges and experiences, and gain feedback on a culminating project.

Significant Statistics to Date

Over the span of the 3-year agreement, the HKSH nurse leadership programs have recorded fifteen (15) lectures as part of the Distance Learning Program Series, and trained and mentored eighteen (18) HKSH nurse leaders as part of the Advanced Nurse Leaders Program.

Impacts and Benefits

Building on the success of these programs and as HKSH expands their cancer center, HKSH and UCLA Health signed a new agreement in July 2023 to expand the scope of collaboration beyond nursing. The programs under this new agreement commenced in November 2023, providing educational/training programs to HKSH oncology allied health professionals. HKSH oncology nurses, dietitians, pharmacists, physiotherapists, radiographers, and laboratory

technicians, attended ten (10) webinars focusing on improving oncology care, managing palliative care, enhancing interprofessional teamwork, and developing coping strategies. HKSH participants also engaged in group projects under the mentorship of UCLA Health's subject matter experts and visited UCLA Health for clinical observerships. Starting in November 2024, UCLA Health oncology subject matter experts will travel to HKSH and provide professional development courses and participate in patient case reviews and roundtable panel discussions in breast cancer, gynecological cancer, pediatric cancer, gastrointestinal/liver cancer, lung cancer, hematology oncology, orthopedic oncology, and research. HKSH and UCLA Health hope the new programs will help HKSH's new cancer center achieve its goals as a leader in providing innovative, compassionate, and evidence-based oncology care across Asia.

CONTACT US

For more information about our International Consulting Services, visit uclahealth.org/international-services or e-mail us at: internationaldevelopment@mednet.ucla.edu