

PNBS 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)



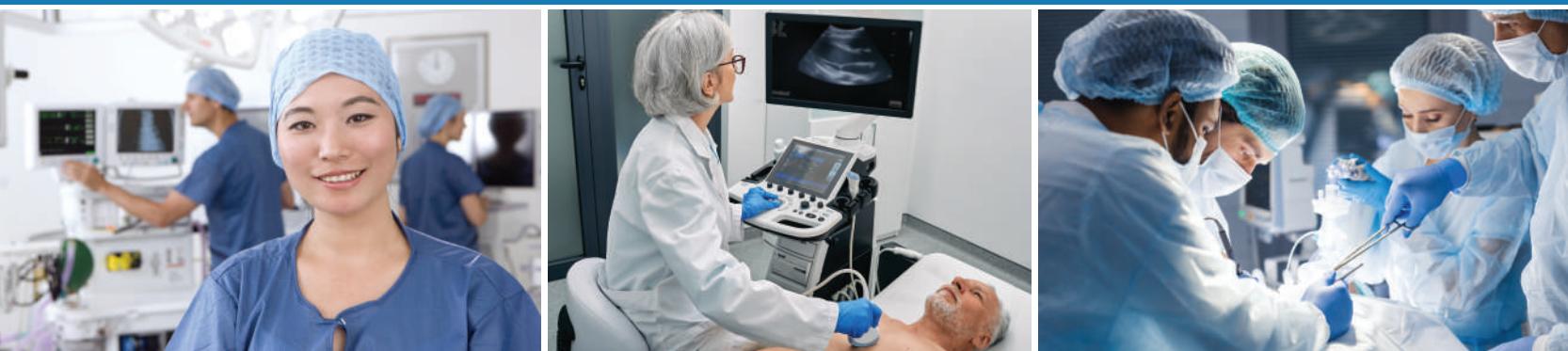
Service Line and Program Development

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

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

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.