



Southern California
Healthcare Delivery Science Center

2025 Annual Report



Issue 4

January 2026

This year has been defined by exceptional growth and groundbreaking work at the Southern California Healthcare Delivery Science Center. Children's Hospital Los Angeles joined us as a health system partner in our Seed Grant and SC CTSI Health System Innovation Award programs. We saw a record number of submissions for healthcare delivery innovations in partnership with CHLA and our continuing partner, LA County Department of Health Services. We funded six interdisciplinary teams with highly promising projects in care transitions, patient safety, rehabilitation, and patient-provider communication.

We are also proud of this year's educational efforts which included a seminar on global primary care innovations by a team in South Africa. The DESCIPHER Symposium connected policy leaders, healthcare innovators, and students from diverse academic backgrounds.

Thank you to our advisors and collaborators for helping us foster a bright community of healthcare delivery scientists.

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About Us

HISTORY

The Center was created in July 2021 with financial support from the Keck School of Medicine of USC and the Southern California Clinical and Translational Science Institute, in addition to in-kind support from the Los Angeles County Department of Health Services.

MISSION

To enhance healthcare access, quality of care, and health outcomes to achieve health equity.

We achieve our mission by using innovative solutions to transform healthcare delivery and by leveraging academic-public sector partnerships.

OBJECTIVES

- Assemble and support teams to develop, demonstrate and disseminate innovative healthcare delivery interventions.
- Develop a skilled workforce in the multidisciplinary field of healthcare delivery science.
- Advance the science of healthcare delivery science.

PERSONNEL



Amytis Towfighi, MD
Founding Director



Nisa Lam, BA
Program Specialist



Allison Orechwa, PhD, MBA
Managing Director

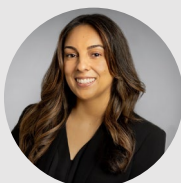


Monica Girgis, MPH
Administrative Assistant



Lisa Thai, MPH
Program Administrator

2025 HDS Interns



Jacqueline Munoz



Jocelyn Dominguez



Megan Makepeace

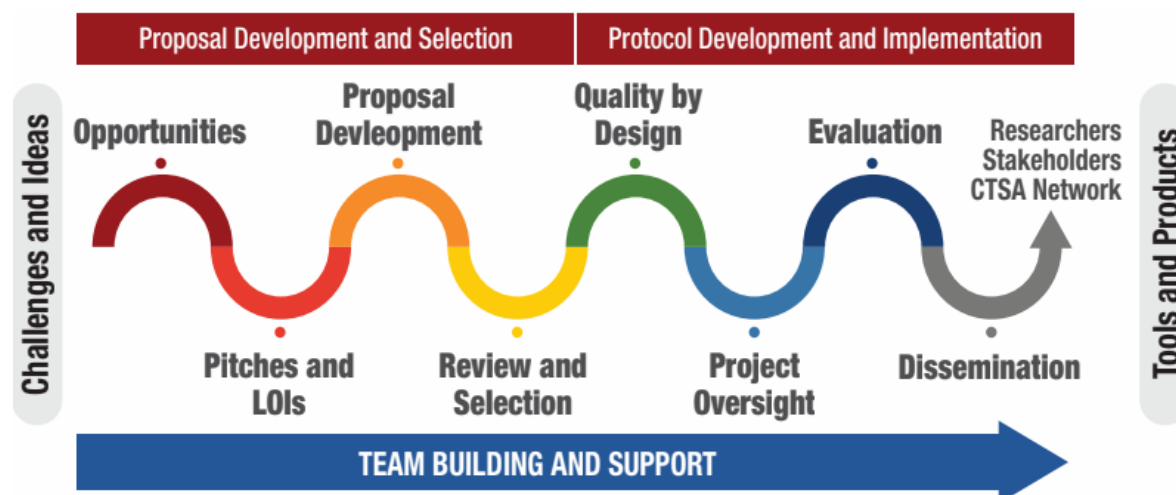


Aiden Lindgren

Health System Innovation Award Program

A Successful Process

Since the award program launched in 2017, we have continually refined our novel team-based approach to project development. In the early phases, Dr. Towfighi helps applicants find collaborators and refine their approach to match the opportunity. Following careful selection, the Center supports awarded projects from launch to dissemination.



The success of the program is clear:

- **More interest:** Each year we have seen increases in consultations and Letters of Intent.
- **Higher quality:** Applications include strong interdisciplinary teams and rigorous study designs.
- **Project impact:** Several projects have resulted in positive patient outcomes.
- **Adoption:** The SC CTSI has applied the framework to their pilot funding and internal projects.

New Partners

In 2025 the SC CTSI and the Center decided to expand the program beyond DHS. CTSI's Tamara Simon introduced us to leaders of Children's Hospital Los Angeles (below), who were enthusiastic about co-sponsoring projects. Thanks to their support and many exciting funding proposals from CHLA innovators, we are now funding two CHLA projects on care transitions for young adults.



Mona Patel, MD Chief Integrated Delivery Systems Officer | President, Medical Group



Jennifer Baird, PhD, MPH, MSW, RN Director, Patient Care Services Education and Research



James E. Stein, MD, MSc, FACS, FAAP Senior Vice President and Chief Medical Officer



Lara M. Khouri, MBA, MPH Senior Vice President and Chief Strategy Officer



Omkar P. Kulkarni, MPH Vice President, Chief Digital Transformation Officer

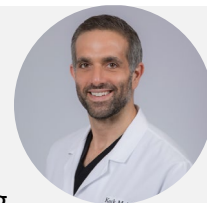


Tamara Simon, MD, MSPH, FAAP SC CTSI Site PI for CHLA

New Health System Innovation Awardees

We are proud to support three new SC CTSI Health System Innovation Awards starting in 2025.

Haig Yenikomshian, MD, Department of Plastic Surgery, Keck School of Medicine of USC
In collaboration with Los Angeles General Medical Center Regional Burn Center



Impact of Informational Videos on Burn Patients' Transition of Care

This project focuses on addressing a high-priority challenge in healthcare delivery – improving transitions of care for burn survivors. By developing and testing short educational videos, co-designed with patients and caregivers, this project leverages an intervention already shown to be efficacious in other clinical domains and adapts it to the burn population. The study design will rigorously evaluate the effectiveness and implementation of this intervention across a real-world, safety-net healthcare system.

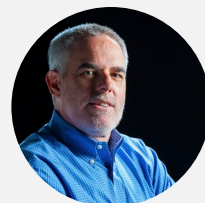
Debra Lotstein, MD, MPH, Department of Pediatrics, Keck School of Medicine of USC
In collaboration with Children's Hospital Los Angeles Center of Health Adolescent Transition
and Los Angeles County Health System



Prepared and Ready for Adulthood: System-Wide Performance Improvement for Pediatric to Adult Health Care Transition at CHLA

This project will create and assess an organization-wide effort to address a critical discrepancy between scientific insights and practice in healthcare transition (HCT) for adolescents and young adults with complex chronic conditions. This project aims to ensure that all Children's Hospital Los Angeles patients receive personalized, structured HCT support using Quality Improvement Collaboratives, a validated implementation strategy.

Steven Fox, MD, MPhil, USC Titus Center for Medication Safety and Population Health
Breena Taira, MD, MPH, Department of Social Medicine,
Olive View-UCLA Medical Center
In collaboration with Los Angeles County Department of Health Services



Cost-Effectiveness Evaluation of DHS Language Access Services

The project proposes a large-scale evaluation of language access services, an evidence-based intervention for improving the outcomes of patients with a non-English language preference in the Los Angeles County Department of Health Services. We will compare the effectiveness, implementation and cost of multiple intervention strategies for the delivery of language access services, including in-person interpreters, remote interpreters and bilingual staff.

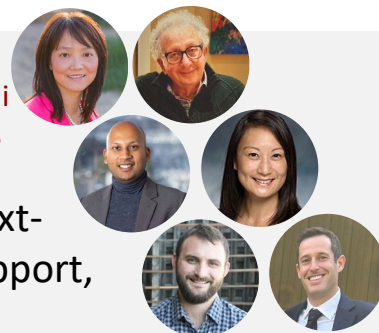
New Seed Grant Awardees

We funded three seed grants designed to catalyze innovations in preparation for larger projects.

Shinyi Wu, PhD, MS, USC Schools of Social Work and Engineering
Co-Principal Investigator team: David Belson, Mayank Kejriwal, and Jennifer Tsui
In collaboration with Hugh Gordon, MD and Alex Rosenberg, MD at Los Angeles General Medical Center

AI-Driven Hospital Safety Incident Reporting: Leveraging Next-Gen Data Analytics for Enhanced Classification, Decision Support, and Scalable Implementation

By leveraging machine learning and natural language processing, this initiative introduces a system-wide transformation in safety incident (SI) reporting at Los Angeles General Medical Center, enhancing access, quality, efficiency, patient-centeredness, and equity in care delivery. The project develops an AI-powered analytics platform that improves real-time SI classification and prioritization, addressing the current 17% misclassification rate and enabling faster, data-driven responses to critical events. By evaluating implementation barriers and outcomes like reduced misclassification and reporting burden, this initiative advances scientific understanding of AI-driven innovations, offering a replicable model for system-wide workflow changes that elevate standards of care.



Debra Lotstein, MD, MPH, Department of Pediatrics, Keck School of Medicine of USC & Center of Health Adolescent Transition, Children's Hospital of Los Angeles
In collaboration with Mohamad Raad, MD at Los Angeles General Medical Center

Increasing Access to Adult Medical Care for Young Adults with Complex Childhood Conditions

The project will offer data essential for dissemination of a clinical model that meets the medical care needs of young adults with complex childhood conditions within the areas served by Los Angeles County Department of Health Services. This study will identify factors key to the implementation of the ACT Clinic model, including contextual and organizational level barriers and facilitators. An additional project outcome is the engagement of patient champions and administrative and clinical stakeholders from LADHS and other LADHS clinical sites for a future dissemination effort of the ACT Clinic model.



Alison Cogan, PhD, OTR/L, USC Division of Occupational Science and Occupational Therapy
In collaboration with Rancho Los Amigos Rehabilitation Center and other sites in Southern California

Translating Prediction Models for Post-Acute Rehabilitation Outcomes to Clinical Practice

Early prediction of patient functional outcomes can aid rehabilitation therapists (occupational, physical, and speech language) in treatment planning and preparing patients for discharge. Successful translation requires early engagement of rehabilitation therapists to identify strategies that fit with their current workflows, develop tools that are easy to use, and minimize burden of implementation. In the proposed study, we will engage rehabilitation therapists from Los Angeles Department of Health Services and other sites locally and nationally. This innovative project will address the chasm between research and practice and has potential for broad impact in stroke rehabilitation.



Certificate Program

In 2025, we heavily marketed our Healthcare Delivery Science training program through flyers, tailored email campaigns, organic social media, and road shows across Southern California. **Over sixty learners registered for individual courses or the full program.** The majority of learners have MDs or PhDs. Two-thirds are tenure-track faculty from USC, CHLA, Stanford, University of Texas, and other universities. Other learners come from LA County DHS or private health systems. Their research interests span the translational research spectrum from Basic Research (n=2) to Translation to Practice (n=26).

University of Southern California • Children's Hospital Los Angeles



SOUTHERN CALIFORNIA
CLINICAL AND
TRANSLATIONAL
SCIENCE INSTITUTE

Translating Science into Solutions for Better Health



Southern California
Healthcare Delivery Science Center

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Rolling admission



For more information:
[www.hdscenter.usc.edu/
hds-certificate-program/](http://www.hdscenter.usc.edu/hds-certificate-program/)

Healthcare Delivery Science Certificate Program

- Competitive edge in the healthcare job market.
- Develop in-demand skills in healthcare delivery science.
- A solid foundation for future leadership roles and positions for career advancement.

With this certificate, you will demonstrate a commitment to **improving healthcare systems and patient care.**

Scan QR code to register now



Healthcare Delivery Science Certificate Program

\$659

Individual Courses	Price	Approximate Duration
Introduction to Healthcare Delivery Science	\$125	8 hours
Behavioral Economics	\$160	8 hours
Dissemination & Implementation Science	\$80	5 hours
Health Systems Engineering	\$35	2 hours
Leadership & Management	\$155	6 hours
Multi-stakeholder Engagement	\$45	3 hours
Quality Improvement	\$40	4 hours
Research Methods	\$35	3 hours

Digital Badges

Southern California Healthcare Delivery Science Center Annual Report 2025

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DESCIPHER 2025 Symposium

We held our third annual “Healthcare Delivery Science: Innovation and Partnerships for Health Research (DESCIPHER)” Symposium on October 28, 2025, at the USC HSC Conference Center. More than 90 participants attended from Southern California as well as other states and countries, including community members, students, frontline clinical care providers, quality consultants, operational leaders, and healthcare delivery scientists.

Theme:
The Innovation Imperative—
Ensuring Healthcare
for Every Community

Keynote Speaker



Bernadette Boden-Albala, MPH, DrPh
Founding Dean, UC Irvine Joe C. Wen School of Population & Public Health
Susan & Henry Samueli College of Health Services, University of California, Irvine
Professor of Neurology, School of Medicine

Using Social Networks to Optimize Health and Wellbeing for All



➤ **Symposium recordings**

DESCIPHER 2025 Symposium (Continued)

Policies, Payers & Health Systems



S. Monica Soni, MD | Chief Medical Officer, Covered California



Erika Flores Uribe, MD, MPH | Director, Office of Language Access and Inclusion, Department of Health Services, Los Angeles County | Adjunct Clinical Assistant Professor of Emergency Medicine, Los Angeles General Medical Center



Breena R. Taira, MD, MPH | Professor of Clinical Emergency Medicine, UCLA David Geffen School of Medicine | Director, Social Medicine, Olive View-UCLA Medical Center

Community-based Solutions



Sonali Saluja, MD, MPH | Medical Director and Director, Population Health, Healthcare in Action



Bernadette Boden-Albala, MPH, DrPh | Founding Dean, UC Irvine Joe C. Wen School of Population & Public Health | Professor of Neurology, University of California, Irvine

Fireside Chat



Facilitator Jerry Abraham, MD, MPH, CMQ | Director & Chief Vaccinologist, CDU-Kedren Mobile Street Medicine | Past President, Los Angeles County Medical Association

Interactive Breakout Sessions

Care in Every Language, Respect for Every Culture

Monica Ayala Rivera | University of Southern California

Cathy Mora | Harbor UCLA Medical Center Patient and Family Advisory Council Member

Going Beyond the Healthcare System: Community Resources for Health

Amber Gomez | Healthcare in Action

Strategic Health Communication and Social Marketing

Kate Folb | Hollywood, Health & Society

Patient Experience: How to Get Providers to Listen to You

Setareh Akhavan | Rancho Research Institute
Pearl Pasco-Portugal | Los Angeles General Medical Center PFAC Member

Posters from:
University of Southern California
University of Cape Town
University of California, Riverside
Knowledge Translation Foundation
Topcon Healthcare Inc.
AltaMed Health Services
Give Us The Floor



Learning Collaborative Efforts

Seminars

Every quarter we invite HDS experts—including past grantees—to virtually present their work to a broad audience. We had two firsts this year: trying out a podcast format for the first time and hosting our first speaker from South Africa! All recordings are shared online and through social media posts.

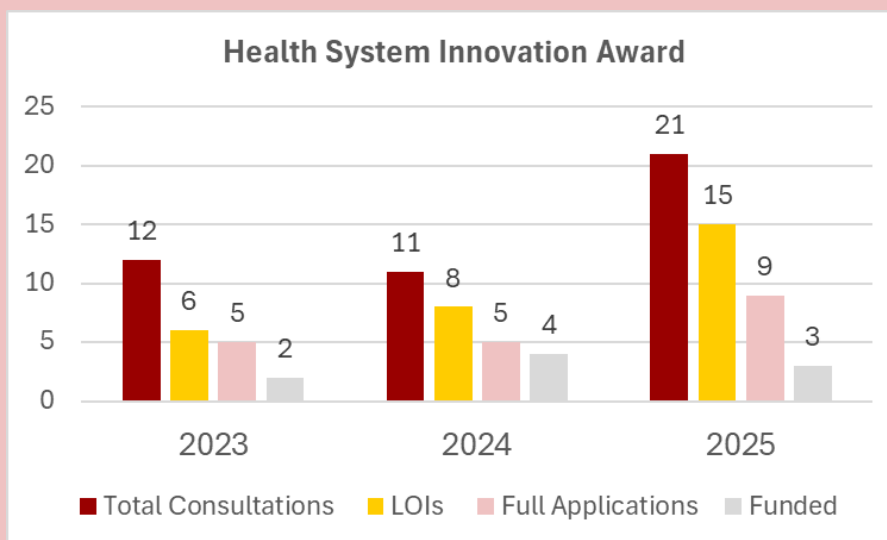
- March 24, 2025 – **The Implementation of the WHO’s Emergency Care Toolkit in Zambia**, Taylor Burkholder, MD, MPH.
- June 23, 2025 – **Alcohol Withdrawal can be Safer at Home & Digital Divide: Exploring the Need for Mobile Phone Access in ED Patients**, Emily Johnson, MD.
- September 22, 2025 – **Early Identification and Intervention for Infants Network and Ongoing Implementation Program Called PEDI-EI3**, Stacey Dusing, PT, PhD & Christiana Butera, EDM, PhD.
- December 1, 2025 – **Bridging the Evidence-to-Practice Gap: Global Program Innovation and Digital Platforms to Strengthen Primary Care, The PACK Approach**, Lara Fairall, MBChD, PhD.

Consultation Services

Researchers interested in conducting HDS research can [request free consultations](#) on:

- How to engage operational leaders in research design and implementation
- The process for conducting research with the county
- Training and career development in Healthcare Delivery Science

Dr. Towfighi provided a total of 35 consultations, including 21 that were specific to Center funding opportunities, which led to a record number of letter of intent submissions.



National Forum

We continue to co-lead a national CTSA Discussion Forum on Public-Academic Partnerships with fifteen other CTSA hubs who also partner with city, county, or state health departments. We submitted a manuscript on how we leveraged partnerships during the pandemic and the ways the partnerships have changed since the pandemic.

Mentorship Model

In 2025 we formalized a referral process that matches diverse experts with researchers desiring mentorship. Our paid mentor pool consists of leading experts in healthcare delivery science, dissemination and implementation, cost effectiveness, healthcare innovation and social networks.



Hal Yee, MD, PhD

Professor Emeritus, UCSF
Former Chief Medical Officer and Chief
Deputy Director, Clinical Affairs, LAC DHS



Thomas Valente, PhD

Professor of Population and Public
Health Sciences, USC



Dong Chang, MD

Associate Medical Director, Critical Care
Services, LA General Medical Center
(Former HSIA Awardee)



Jane Steinberg, PhD, MPH

Associate Professor of Population
and Public Health Sciences, USC



Steven Fox, MD, MSc

Assistant Research Professor, Department
of Pharmaceutical and Health
Economics, USC



**Steven Chen, PharmD, FASHP,
FCSHP, FNAP**

Professor of Clinical Pharmacy, USC



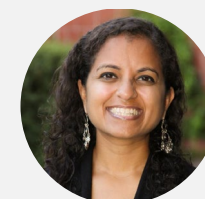
Brian Mittman, PhD

Senior Scientist, Division of Health
Services Research and Implementation
Science, Kaiser Permanente



Lauren Daskivich, MD, MSHS

Director, Eye Health, LAC DHS



Ashwini Lakshmanan, MD, MS, MPH

Associate Professor, Department of Health
Systems Science, Kaiser Permanente
Bernard J. Tyson School of Medicine

Publications & Grants

HDS Center Publications

We published articles about our Center, symposium proceedings, the Quality by Design approach to project support, public-academic partnerships, and mentored projects.

Towfighi A, Lindgren AR, Buchanan TA, et al. (2026). **The Southern California Healthcare Delivery Science Center: A Model for Aligning Patients, Healthcare Systems, and Researchers to Develop, Test, and Disseminate Innovations to Achieve Health Equity.** *Learning Health Systems*, 10(1), e70059.

Towfighi A, Orechwa, AZ. (2026). **2024 Healthcare Delivery Science: Innovation and Partnerships for Health Equity Research (DESCIPHER) Symposium.** *Learning Health Systems*, 10(1), e70042.

Orechwa AZ, Aguilar L, Castiel M, et al. (2025). **Protocol for Applying an Enhanced Quality-by-Design Program Across the Translational Science Spectrum.** *Journal of Clinical and Translational Science*, 9(1), e269.

Joe E, Borson S, Ringman J, et al. (2025). **Prevalence of dementia diagnoses in a safety net health system.** *Alzheimer's & Dementia*, 21(4), e70174.

Orechwa AZ, Abhat A, Amezcua L, et al. (2024). **2023 Inaugural Healthcare Delivery Science: Innovation and Partnerships for Health Equity Research (DESCIPHER) Symposium.** *Learning Health Systems*, 8(3), e10442.

Towfighi, A, Orechwa AZ, Aragón TJ, et al. (2020). **Bridging the gap between research, policy, and practice: Lessons learned from academic–public partnerships in the CTSA network.** *Journal of Clinical and Translational Science*, 4(3), pp.201-208.

Grantee Publications

HSIA and Seed Grant awardees disseminate their work in peer-reviewed journals. Select articles are listed below.

Bolo, K, Nguyen, TH, Iyengar, S, et al. (2025). **Comparison of foundation and supervised learning-based models for detection of referable glaucoma from fundus photographs** [Preprint]. *medRxiv*.

Li, Z, Kesselman, C, Nguyen, TH, et al. (2025). **From data to decision: Data-centric infrastructure for reproducible ML in collaborative eScience** [Preprint]. *arXiv*.

Nguyen, V, Iyengar, S, Rasheed, H, et al. (2025). **Comparison of deep learning and clinician performance for detecting referable glaucoma from fundus photographs in a safety net population.** *Ophthalmology Science*, 5(4), 100751.

Bazikian, S, Pyun, AJ, Zheng, H, et al. (2024). **Evaluating the impact of an interdisciplinary integrated limb preservation service operating concurrently with a single-specialty service.** *Journal of Foot and Ankle Research*, 17(2), e12013.

Butera, CD, Yeh, A, Biniwale, M, et al. (2024). **Development and initial outcomes of the interdisciplinary ‘Early Identification and Intervention for Infants Network’ (Ei3) in Los Angeles.** *Journal of Clinical Medicine*, 13(23), 7442.

Koh, J, Dowlatshahi, S, & Turner, BJ (2024). **Transitioning from the emergency department to a general internist outpatient clinic for paracentesis: A qualitative inquiry.** *Digestive Diseases and Sciences*, 69(7), 2324–2332.

Publications & Grants (Continued)

Grantee Publications (Continued)

Dowlatshahi, S, Koh, J, Vyas, A, et al. (2024). **Disparities in care for low-income patients with cirrhosis: Implementing an innovative outpatient clinic for refractory ascites in a safety net hospital.** *Journal of General Internal Medicine*, 39(7), 1245–1251.

Cortes-Penfield, NW, Armstrong, DG, Brennan, MB, et al. (2023). **Evaluation and management of diabetes-related foot infections.** *Clinical Infectious Diseases*, 77(3), e1–e13.

Miller, JD, Lew, EJ, Giovinco, NA, et al. (2019). **How to create a hot foot line to prevent diabetes-related amputations: Instant triage for emergency department and inpatient consultations.** *Journal of the American Podiatric Medical Association*, 109(2), 174–179.

Pyatak, E, King, M, Vigen, CLP, et al. (2019). **Addressing diabetes in primary care: Hybrid effectiveness-implementation study of Lifestyle Redesign® occupational therapy.** *American Journal of Occupational Therapy*, 73(5), pp.1–12.

Other Publications

To help advance research efforts at LA General Medical Center, the Center is proud to cover publication fees to select research projects upon request. Priority is given to projects that align with the Center’s mission to enhance healthcare access, quality of care, and health outcomes to achieve health equity.

Banerjee J, Gordon H, Walsh VE, et al. (2025). **Provision of temporary access to inpatient hemodialysis to uninsured patients initiating hemodialysis.** *JAMA Network Open*. 8(11), e2544295.

Grants Resulting from Center Support

Congratulations to 2023 HSIA Awardee, Dr. Benjamin Xu, on receiving three new grants.



**Benjamin Xu, MD, PhD, Department of Ophthalmology
Keck School of Medicine of USC**

Personalized Patient-Centered Eye Care Using Telemedicine and Artificial Intelligence
Donaghue Foundation

Harnessing Artificial Intelligence and Telemedicine for Effective and Equitable Glaucoma Care
Research to Prevent Blindness

Addressing the Glaucoma Care Crisis Using Telemedicine and Artificial Intelligence
BrightFocus Foundation

Other Follow-on Grants:

Tze Woei Tan, MD: Determinants in Limb Preservation in Hispanics and Native Americans (NIDDK, 2019)

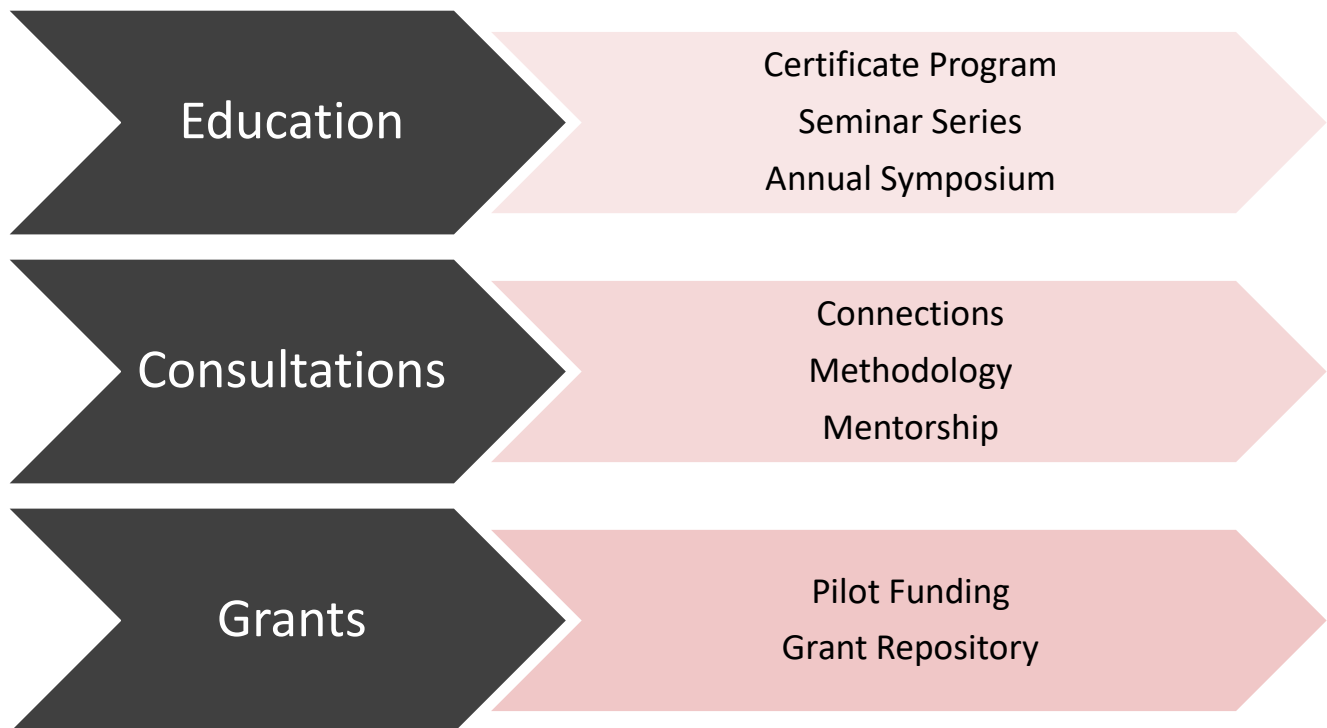
Elizabeth Joe, MD: Barriers to early identification of dementia in a safety net health system (NIA, 2023)

Strategic Goals for 2026



- 1. Secure external funding**
- 2. Contribute strengths to CTSA renewal** – stakeholder engagement research, expanding award model to other clinical settings, diverse educational offerings
- 3. Increase visibility** – organize extensive video library and share strategically on social media
- 4. Establish a Healthcare Delivery Science Collaborative**

As we approach the end of our initial 5-year investment by the Keck School of Medicine and SC CTSI, we are dedicating ourselves to securing funding to continue our main lines of service:



Advisory Board

We thank our advisors for opening doors, extending our reach, and helping shape our annual symposia.

Brian S. Mittman, PhD

Senior Scientist, Kaiser Permanente Research and Evaluation

Michael Kanter, MD, CPPS

Chair of Clinical Science, Kaiser Permanente Bernard J Tyson School of Medicine

Cyrus Shahabi, PhD

Professor of Engineering and Computer Science, USC Viterbi School of Engineering

Elisa Dominguez, MBA

UX Research Senior Manager of Shopper Insights, Verizon

Lauren Daskivich, MD

Director, Eye Health, LAC DHS

Michael Gould, MD, MS

Director of Research for Health Systems Science, Kaiser Permanente Bernard J Tyson School of Medicine

Paul Giboney, MD

Associate Chief Medical Officer, LAC DHS

Linda S. Williams, MD

Core Investigator, Veterans Affairs HSR&D Center for Health Information and Communication

Steven Chen, PharmD

Chair in Community Pharmacy and Professor, USC Alfred E Mann School of Pharmacy

Bernadette Boden-Albala, MPH, DrPH

Director and Founding Dean, School of Population and Public Health, UC Irvine

Jerry Abraham, MD, MPH, CMQ

Director & Chief Vaccinologist, CDU-Kedren Mobile Street Medicine

David Atkins, MD, MPH, MSHS

Director of Health Services Research and Development, Veterans Affairs

Leslie Martinez, DNP, MSN

Assistant Nursing Director of Administration, Quality Improvement, LA General Medical Center

Shinyi Wu, PhD

Professor of Social Work and Industrial & Systems Engineering, USC

Tony Kuo, MD, MSHS

Director, Chronic Disease and Injury Prevention, County of Los Angeles

Evan Raff, MD

Director, Specialty Care, LAC DHS

Jehni Robinson, MD

President, USC Care Medical Group & Professor and Chair of Family Medicine, Keck School of Medicine of USC

Matt Holman, MBA, MPH

Partner, Camber Collective LLC

Jennifer Tsui, PhD, MPH

Professor, Population and Public Health Sciences, Keck School of Medicine of USC

Jason Doctor, PhD

Chair and Professor of Health Policy and Management, USC Sol Price School of Public Policy

Arleen Brown, MD, PhD

Professor of General Internal Medicine and Health Services Research, UCLA

Tracey Veal, DrPH, MBA

CEO, Healthy Equity Consultants

Thomas A. Buchanan, MD

Vice Dean for Research, Keck School of Medicine of USC

Lilyana Amezcua, MD, MS

Professor of Clinical Neurology, Keck School of Medicine of USC

Sheila Murphy, PhD

Professor of Communication, USC Annenberg School for Communication and Journalism

Michele D. Kipke, PhD

Associate Vice President for Strategic Health Initiatives, USC

Erin Saleeby, MD

Director, Women's Health, LAC DHS

Bruce Ovbiagele, MD, MSc, MAS, MBA

Associate Dean, UC San Francisco & Chief of Staff, San Francisco Veterans Health Care System

Hal F. Yee, MD, PhD

Professor Emeritus, UCSF

Steven Fox, MD, MPhil

Assistant Professor of Pharmaceutical and Health Economics, USC Alfred Man School of Pharmacy

Ellis Meng, PhD

Chair for Convergent Biosciences and Professor, USC Viterbi School of Engineering

Sonali Saluja, MD, MPH

Medical Director and Vice President of Population Health, Healthcare in Action

Dong Chang, MD

Medical Director, Critical Care Sciences, LA General Medical Center