

**Adventist Health White Memorial
2020 Community Health Implementation Strategy**



Executive Summary

Introduction & Purpose

Adventist Health White Memorial is pleased to share its Community Health Implementation Strategy. This follows the development of its 2019 Community Health Needs Assessment (CHNA) in accordance with requirements in the Affordable Care Act and IRS 990 Schedule H requirements and approved by the Adventist Health Board of Directors on October 17, 2019.

After a thorough review of the health status in our community through the community health needs assessment (CHNA), we identified areas that we could address using our resources, expertise and community partners. Through these actions and relationships, we aim to empower our community and fulfill our mission of “Living God’s love by inspiring health, wholeness and hope.”

The results of the CHNA guided this creation of this document and aided us in how we could best provide for our community and the vulnerable among us. This Implementation Strategy summarizes the plans for Adventist Health White Memorial to develop and collaborate on community benefit programs that address prioritized health needs identified in its 2019 CHNA. Adventist Health White Memorial has adopted the following priority areas for our community health investments.

Prioritized Health Needs – Planning to Address

- Health Priority #1: Chronic Disease
- Health Priority #2: Mental Health
- Health Priority #3: Access to Health Care and Resources

Building a healthy community requires multiple stakeholders working together with a common purpose. We invite you to explore how we intend to address health challenges in our community and partner to achieve change. More importantly, we hope you imagine a healthier region and work with us to find solutions across a broad range of sectors to create communities that define the well-being of people.

The purpose of the CHNA was to offer a comprehensive understanding of the health needs in Adventist Health White Memorial service area and guide the hospital’s planning efforts to address those needs.

The significant health needs were identified through an analysis of secondary data and community input. These health needs were prioritized according to a set of criteria that included: magnitude of the problem, severity of the problem, need among vulnerable population, community's capacity and willingness to act on the issue, ability to have measurable impact on the issue, availability of hospital and community resources, existing interventions focused on the issue, whether the issue is a root cause of other problems and the trending health concerns in the community. A decision tree discussion further analyzed how acute the need is, whether Adventist Health White Memorial already provides services in this area and what role the hospital would fulfill in addressing the need. For further information about the process to identify and prioritize significant health needs, please refer to Adventist Health White Memorial CHNA report at the following link:

https://www.adventisthealth.org/documents/community-benefit/2019-chna/WhiteMemorial_2019_CommunityHealthNeedsAssessment.pdf

Adventist Health White Memorial and Adventist Health

Adventist Health White Memorial is an affiliate of Adventist Health, a faith-based, nonprofit integrated health system serving more than 80 communities on the West Coast and Hawaii.

Vision

Adventist Health will be a recognized leader in mission focus, quality care and fiscal strength.

Mission Statement

Living God's love by inspiring health, wholeness and hope.

Adventist Health facilities Include:

- 21 hospitals with more than 3,284 beds
- More than 273 clinics (hospital-based, rural health and physician clinics)
- 13 home care agencies and seven hospice agencies
- Four joint-venture retirement centers
- Compassionate and talented team of 35,000 associates, medical staff physicians, allied health professionals and volunteers.

We owe much of our heritage and organizational success to the Seventh-day Adventist Church, which has long been a promoter of prevention and whole person care. Inspired by our belief in the loving and healing power of Jesus Christ, we aim to bring physical, mental and spiritual health and healing to our neighbors of all faiths. Every individual, regardless of his/her personal

beliefs, is welcome in our facilities. We are also eager to partner with members of all faiths to enhance the health of the communities we serve.

Our commitment to quality health care stems from our heritage, which dates to 1866 when the first Seventh-day Adventist healthcare facility opened in Battle Creek, Michigan. There, dedicated pioneers promoted the “radical” concepts of proper nutrition, exercise and sanitation. Early on, the facility was devoted to prevention as well as healing. They called it a sanitarium, a place where patients—and their families—could learn to be well.

More than a century later, the health care system sponsored by the Seventh-day Adventist Church circles the globe with more than 170 hospitals and more than 500 clinics, nursing homes and dispensaries worldwide. And the same vision to treat the whole person—mind, body and spirit—continues to provide the foundation for our progressive approach to health care.

Summary of Implementation Strategies

Implementation Strategy Design Process

Stakeholders from the 19 hospital facilities in the Adventist Health System were invited to participate in a Mission Integration Summit on September 26 and 27, 2019. During these two day-long events, participants were introduced to the 2019 Adventist Health Implementation Strategy Template. After the summit, each hospital was invited to participate in a series of technical assistance calls and consultation sessions with representatives from Adventist Health Community Integration and Conduent Health Communities Institute to further develop and refine their implementation strategy.

Adventist Health White Memorial Implementation Strategy

The implementation strategy outlined below summarizes the strategies and activities by Adventist Health White Memorial to directly address the prioritized health needs. They include:

- **Health Need 1: Chronic Disease**
 - Diabetes Center
 - ¡Vive Bien! Senior Wellness Program
- **Health Need 2: Mental Health**
 - Welcome Baby Program
 - Community Information Center
- **Health Need 3: Access to Health Care**
 - Community Information Center

The Action Plan presented below outlines in detail the individual strategies and activities Adventist Health White Memorial will implement to address the health needs identified though

the CHNA process. The following components are outlined in detail in the tables below: 1) actions the hospital intends to take to address the health needs identified in the CHNA, 2) the anticipated impact of these actions as reflected in the Process and Outcomes measures for each activity, 3) the resources the hospital plans to commit to each strategy, and 4) any planned collaboration to support the work outlined.

No hospital can address all the health needs identified in its community. Adventist Health White Memorial is committed to serving the community by adhering to its mission, and using its skills, expertise and resources to provide a range of community benefit programs. This Implementation Strategy does not include specific plan to address the following significant health needs identified in the 2019 CHNA.

Significant Health Needs – NOT Planning to Address

During a meeting in August 2019, the Adventist Health White Memorial CHNA Review Committee met to review and determine the top three priorities the hospital would address. Due to the magnitude of the need and the capacity of Adventist Health White Memorial's ability to address the need, the Implementation Strategy will not address the following health needs:

- Homelessness and Poverty
 - Access to Healthy Foods
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Adventist Health White Memorial Implementation Strategy Action Plan

PRIORITY HEALTH NEED: CHRONIC DISEASE

GOAL STATEMENT: IMPROVE HEALTH OUTCOMES IN PATIENTS AND COMMUNITY MEMBERS WITH DIABETES, OBESITY AND HEART DISEASE

Mission Alignment: Well-being of people

Strategy 1: Mobilize patients and community members through education and tools to manage chronic disease.

Programs/ Activities	Process Measures	Results: Year 1	Short Term Measures	Results: Year 2	Medium Term Measures	Results: Year 3
Activity 1.1 Diabetes Center	-# participants in diabetes management care programs -Biometrics such as A1C, resulting blood glucose or BMI -# of educational workshops/consultations -# of referrals to resources		-% engagement in return participants of series -% successfully sought referrals to resources		-% change in knowledge as a result of education -% change to biometrics as a result of education and referral of resources -% successfully acquired resources	
Activity 1.2 ¡Vive Bien! Senior Wellness Program	-# of participants in health education workshops -# of participants in fitness workshops -Biometrics such as BMI -# of health risk assessments -# of referrals to resources		-% engagement of members participating in programming -% successfully sought referrals to resources		-% change in knowledge as a result of education -% change to biometrics as a result of education, fitness and referral of resources -% successfully acquired resources	

Source of Data:

- Pre and post surveys, biometrics from screenings, health risk assessments, resource referrals

Target Population(s): <ul style="list-style-type: none"> Patients, patient’s network and community members
Adventist Health Resources: (financial, staff, supplies, in-kind etc.) <ul style="list-style-type: none"> Diabetes Center staff and space, Community Information Center staff and space
Collaboration Partners: (place a “*” by the lead organization if other than Adventist Health) <ul style="list-style-type: none"> American Diabetes Association*, American Heart Association*
CBISA Category: (A - Community Health Improvement; E - Cash and In-Kind; F - Community Building; G - Community Benefit Operations) <ul style="list-style-type: none"> A – Community Health Improvement

PRIORITY HEALTH NEED: MENTAL HEALTH						
GOAL STATEMENT: INCREASE ACCESS TO APPROPRIATE MENTAL AND BEHAVIORAL HEALTH SERVICES						
Mission Alignment: Well-being of people						
Strategy 1: Assess and refer vulnerable to populations to appropriate mental and behavioral health services						
Programs/Activities	Process Measures	Results: Year 1	Short Term Measures	Results: Year 2	Medium Term Measures	Results: Year 3
Activity 2.1 Welcome Baby Program (community program)	-# mental health assessments in pregnant women -# postpartum depression and other mental health education workshops -# of referrals to mental health resources		-% referral to mental health resources -% increase in awareness of mental health concerns in pregnant women		-% successfully acquired mental health resources	

<p>Activity 2.3 Community Information Center</p>	<p>-# mental health service referrals -# mental health education workshops provided</p>		<p>-% referral to mental health resources -% increase in awareness of mental health topics</p>		<p>-% successfully acquired mental health resources</p>	
<p>Source of Data:</p> <ul style="list-style-type: none"> Referral to mental health services, mental health assessments, pre and post surveys 						
<p>Target Population(s):</p> <ul style="list-style-type: none"> Patients and community members 						
<p>Adventist Health Resources: (financial, staff, supplies, in-kind etc.)</p> <ul style="list-style-type: none"> Welcome Baby Program Staff, Community Information Center, space for education workshops 						
<p>Collaboration Partners: (place a "*" by the lead organization if other than Adventist Health)</p> <ul style="list-style-type: none"> First 5 LA*, Los Angeles County Department of Mental Health*, Mexican American Opportunity Foundation* 						
<p>CBISA Category: (A - Community Health Improvement; E - Cash and In-Kind; F - Community Building; G - Community Benefit Operations)</p> <ul style="list-style-type: none"> A - Community Health Improvement 						

PRIORITY HEALTH NEED: ACCESS TO HEALTH CARE AND RESOURCES

GOAL STATEMENT: PROVIDE HUB OF HEALTH CARE RESOURCES AND REFERRALS TO SERVICES TO IMPROVE ACCESS

Mission Alignment: Well-being of people

Strategy 2: Engage local stakeholders to refer to the Community Information Center through the implementation of a referral pad in addition to normal duties and responsibilities of the center

Programs/Activities	Process Measures	Results: Year 1	Short Term Measures	Results: Year 2	Medium Term Measures	Results: Year 3
Activity 3.1 Community Information Center	-# provided on-site enrollment assistance to healthcare plan -# services and resources referred via referral pad -# services and resources referred -# new enrollments in wellness programming through referral pad		-% enrolled in healthcare plan -% participating members in wellness program		-% successfully acquired services and resources -% return visitors previously referred	

Source of Data:

- Referral pad (Wellness Prescription), Community Information Center sign-in, follow-up questionnaire,

Target Population(s):

- Patients and community members

Adventist Health Resources: (financial, staff, supplies, in-kind etc.)

- Community Information Center staff

Collaboration Partners: (place a "*" by the lead organization if other than Adventist Health)

- Department of Public Social Services*, Applied General Agency*, Covered California*, Mexican American Opportunity Foundation*, Outpatient clinic offices*

CBISA Category: (A - Community Health Improvement; E - Cash and In-Kind; F - Community Building; G - Community Benefit Operations)

- A - Community Health Improvement

Connecting Strategy and Community Health

Community health interventions are a key element in achieving the overall goals of reducing the overall cost of health care, improving the health of the population, and improving access to affordable health services for the community both in outpatient and community settings. The key factor in improving quality and efficiency of the care hospitals provide is to include the larger community they serve as a part of their overall strategy.

Health systems must now step outside of the traditional roles of hospitals to begin to address the social, economic, and environmental conditions that contribute to poor health in the communities we serve. Bold leadership is required from our administrators, healthcare providers, and governing boards to meet the pressing health challenges we face as a nation. These challenges include a paradigm shift in how hospitals and health systems are positioning themselves and their strategies for success in a new payment environment. This will impact everyone in a community and will require shared responsibility among all stakeholders.

Community well-being is not just the overall health of a population but also includes the distribution of health equity. Community health can serve as a strategic platform to improve the health outcomes of a defined group of people, concentrating on three correlated stages:

- 1) The distribution of specific health statuses and outcomes within a population;
- 2) Factors that cause the present outcomes distribution; and
- 3) Interventions that may modify the factors to improve health outcomes

Improving community health requires effective initiatives to:

- 1) Increase the prevalence of evidence-based preventive health services and preventive health behaviors,
- 2) Improve care quality and patient safety and
- 3) Advance care coordination across the care continuum

Adventist Health is on a bold journey to establish sustainable significance with a vibrant mission of living God's love by inspiring health, wholeness and hope. We will advocate for and lead change in healthcare and social policy to benefit the under privileged and the disenfranchised in the diverse communities to which we have been called.

Together we will create lasting impact in people's whole lives and affect profound improvement in the well-being of the entire community.



2020 Community Health Implementation Strategy approval

This Community Health Implementation Strategy was adopted on April 29, 2020 by the Adventist Health System/West Board of Directors. The Adventist Health Board of Directors has approved this Community Health Improvement Strategy during COVID-19, a worldwide pandemic. The Board anticipates and supports necessary adjustments to this strategy document to allow Adventist Health hospitals to address emerging community needs and/or shifting priorities related to the pandemic and recovery. The final report was made widely available on

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To request a copy, provide comments or view electronic copies of current and previous community health needs assessments or community benefit implementation strategies, please visit the Community Benefits section on our website at <https://www.adventisthealth.org/about-us/community-benefit/>