



ADVENTIST HEALTH GLENDALE

IMPLEMENTATION STRATEGY

Year Two Update, FY 2024

Period: 1/1/24 – 12/31/24

2024

Table of Contents

PURPOSE & SUMMARY	3
WHO WE SERVE	4
ABOUT US	5
Adventist Health Glendale	5
Adventist Health	5
CHIS UPDATE FY 2024.....	6
High Priority: Access to Care	7
High Priority: Health Condition	8
High Priority: Mental Health	9
SIGNIFICANT IDENTIFIED HEALTH NEEDS.....	12
COMMUNITY HEALTH FINANCIAL ASSISTANCE FOR MEDICALLY NECESSARY CARE COMMITMENT	13
CLOSING.....	14

Purpose & Summary

Non-profit health systems, community-based organizations, and public health agencies across the country all share a similar calling: to provide public service to help improve the lives of their community. To live out this calling and responsibility, Adventist Health Glendale conducts a Community Health Needs Assessment (CHNA) every three years, with our most recent report completed in 2022. Part of that process is engaging our community through focus groups, key informant interviews and surveys. Represented and vulnerable populations included: Civic government and community-based organizations focusing on children, education, faith, healthcare, higher education, law enforcement, LGBT community, low-income, medically underserved, mental health, minority populations, providers, and public health populations.

Now that our communities' voices, stories, and priority areas are reflected in the 2022 CHNA, our next step was to complete a FY23-FY25 Community Health Improvement Plan (CHIP), or as we refer to it, a Community Health Implementation Strategy (CHIS).

The CHIS consists of a three-year community health improvement plan that strategically implements solutions and programs to address our health needs identified in the CHNA. Together with the Adventist Health Well-Being team, local public health officials, community-based organizations, medical providers, students, parents, and members of selected underserved, low-income, and minority populations, Adventist Health Glendale intentionally developed a strategic plan to address the needs of our community.

In this Year Two Update, FY 2024, CHIS also known as the Community Health Plan Update, FY 2024 you will find strategies, tactics, and partnerships that address the following health needs identified in the 2022 Adventist Health Glendale CHNA:

Access to Care

Health Conditions

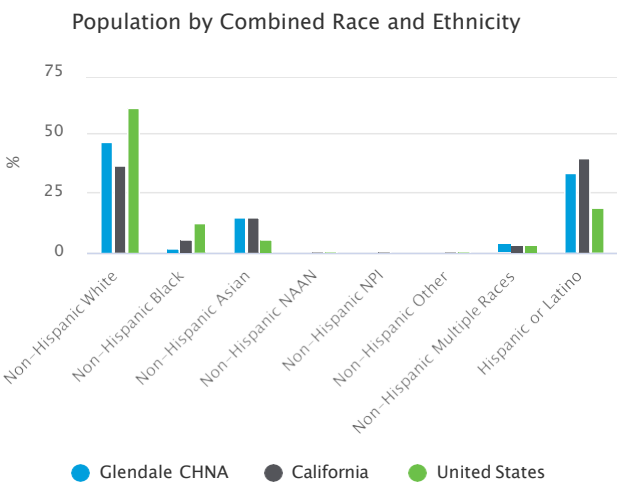
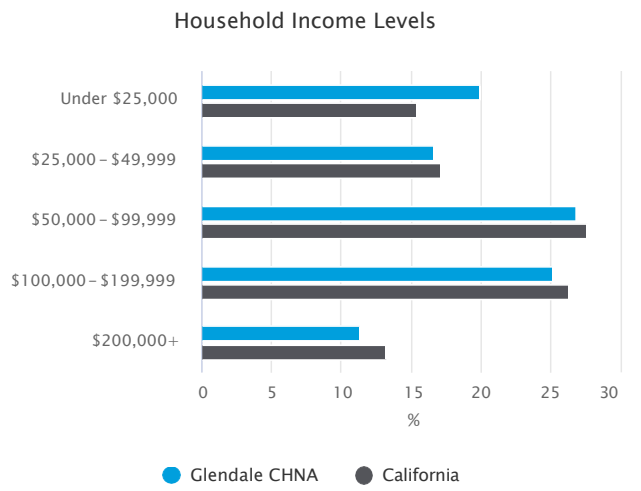
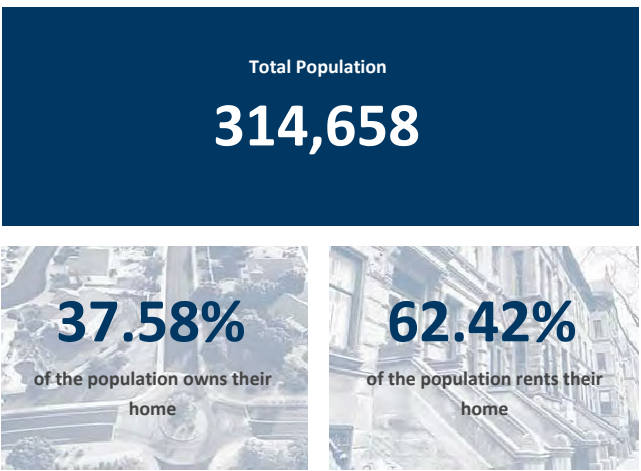
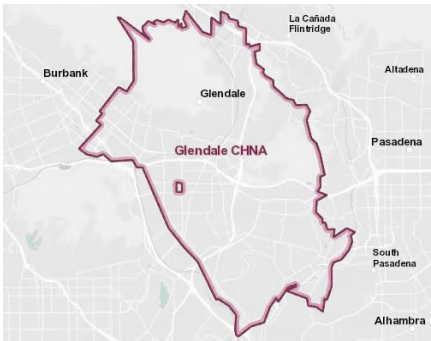
Mental Health

Who We Serve

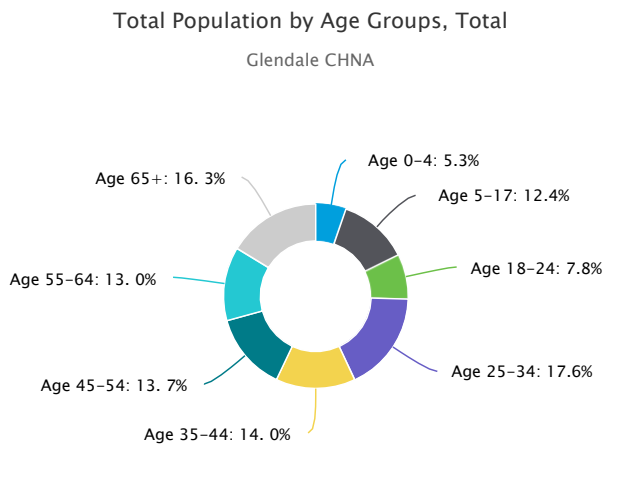
DEMOGRAPHIC PROFILE

The following zip codes represent Adventist Health Glendale's primary service area (PSA), accounting for 75% of hospital discharges. Additionally, we took a collaborative approach and expanded our PSA by inviting Steering Committee members to include the zip codes of those they serve.

The Adventist Health Glendale CHNA market has a total population of 314,658 (based on the 2020 Decennial Census). The largest city in the service area is Glendale, with a population of 191,761. The service area is comprised of the following zip codes: 91020, 91201, 91206, 91203, 91205, 90065, 91207, 90041, 91204, 90042, 91208, 91202.



Note: NAAN = Native American or Alaska Native, NPI = Native Hawaiian or Pacific Islander.



About Us

Adventist Health Glendale

For over a century, our 30-acre hospital campus has provided world-class, patient-centered care to Glendale, Northeast Los Angeles, the San Fernando Valley, and surrounding communities.

Located in the center of beautiful mountain ranges, Adventist Health Glendale is a 515-bed medical center and acts as an active and devoted leader in promoting a healthy lifestyle and the highest quality of medical care. Key services include our heart and vascular institute, neurology institute, spine institute and more. We are proud to serve a section of Los Angeles County.



Adventist Health

Adventist Health is a faith-inspired, nonprofit integrated health system serving more than 80 communities on the West Coast and Hawaii. Founded on Adventist heritage and values, Adventist Health provides care in hospitals, clinics, home care agencies, hospice agencies and joint-venture retirement centers in both rural and urban communities. Our compassionate and talented team of 34,000 includes associates, medical staff physicians, allied health professionals and volunteers driven in pursuit of one mission: living God's love by inspiring health, wholeness and hope. Together, we are transforming the American healthcare experience with an innovative, yet timeless, whole person focus on physical, mental, spiritual and social healing to support community well-being.

Adventist Health's Approach to CHNA & CHIS

Adventist Health prioritizes well-being in the communities we serve across our system. We use an intentional, community centered approach when creating our hospital CHNA's to understand the health needs of each community. After the completion of the community assessment process, we address health needs such as mental health, access to care, health risk behaviors, and others through the creation and execution of a Community Health Implementation Strategy (CHIS) for each of our hospitals and their communities.

The following pages highlight the key findings the Adventist Health Glendale 2022 CHNA Steering Committee

identified as their top priority health needs, or as we refer to them in this report, their 'High Priority Needs'. The High Priority Needs are addressed in the Community Health Implementation Strategy and are reported on a yearly basis through the Annual Community Health Plan Update. This is year two of a three-year strategy to improve the health of our community. We invite you to learn about the actions, activities and programs that have been implemented in 2024.

Action Plan for Addressing High Priority Needs

The following pages reflect the goals, strategies, actions, and resources that Adventist Health Glendale provided in 2024 to address each selected High Priority Need

ADDRESSING HIGH PRIORITY: ACCESS TO CARE

GOAL	Increase the number of primary care providers.
Strategy:	Recruit, prepare, and place physician residents into family/primary care practice within the service area.
Actions: Program/Activity/Tactic/Policy Adventist Health Family Medicine Residency Program — training physician residents to specialize in family practice and serve in the Glendale community after completion. Training takes place in a range of locations both within and outside of the health system.	
COMMUNITY IMPACT SUMMARY – Access to Care FY 2024 Adventist Health Glendale (AHGL) had nine residents graduate from our Family Medicine Residency Program in June 2024. Three residents remained in AHGL Service area after graduation. Family Medicine Residency Program offered free and low-cost health care services to the medically underserved: <ul style="list-style-type: none"> Glendale Community Free Clinic – Residents staff clinic for low-income and medically under-served patients. 1-3 residents staff the clinic along with an attending physician every other Tuesday evening for 4-5 hours. Glendale Community College Student Health Clinic – Residents staffed the Glendale Community College Student Health Clinic for 2 hours each week during the academic year. Glendale Unified School District (GUSD) – Residents performed 70 sports physicals to district’s athletes. Health Care Career Promotion: <ul style="list-style-type: none"> GUSD Career Fair – AHGL had 66 students attend our “Roadmap to Becoming a Physician, Pharmacist, or Psychologist” presentation. Over 450 students attended the fair. Adventist Church Health Career Fair – Four AHGL orthopedic physical therapy students participated on career panel for high school and college students considering professions in health care. COPE Scholar Health Panel – Family Medicine Residency Program residents participated on panel. Pharmacy 2024: <ul style="list-style-type: none"> \$10,841 of insulin provided to the Glendale Community Free Clinic for 12 people. 204 charity prescriptions were dispensed by Satellite Medication Dispensing (SMD) totaling \$14,148. \$3,357 spent on flu vaccinations given to 200 people. Pharmacy Department partnered with 7 universities and served 106 students totaling 25,440 hours in 2024. Over 2000 hours spent on managing 340B Drug Discount Program (Managers: 1,185 hours, Staff: 988) Patient Transport and Ambulance services provided for low-income patients and families by removing barriers to care. <ul style="list-style-type: none"> AHGL provided \$97,240 in transportation and ambulance services for low-income and underserved patients. Additionally, Cancer Center covered transportation expenses for 35 patients. Screenings: <ul style="list-style-type: none"> AAMS (Armenian American Medical Society) 13th Annual Health Festival – Over 100 uninsured or underinsured people served. Over 500 attended. Cancer Center Prostrate Cancer Screening – Approximately 35 people served. Vituity Care Foundation + Magic Johnson Wellness Fair. Medical screenings and vaccinations provided for over 500 underserved families. 	
ADVENTIST HEALTH GLENDALE COMMUNITY IMPACT IN THE NEWS: Dr. Yu inducted into GCC Athletic Hall of Fame for his outstanding service to GCC.	

ADDRESSING HIGH PRIORITY: HEALTH CONDITIONS

GOAL	Reduce the rate of heart disease, related conditions, and risk factors.
Strategy:	Offer a range of education, screening, healthy lifestyle, condition management, and preventive services in the service area.

Actions: Program/Activity/Tactic/Policy
Live Well Community Programs — free, community-based programs offered by Adventist Health Glendale. Includes a variety of fitness, nutrition, education, and other activities, through a range of events; with the intention of addressing health conditions in the community.

COMMUNITY IMPACT SUMMARY – Health Conditions FY 2024
<p>Go Heart Wellness Program (18-55+ year-olds)</p> <ul style="list-style-type: none"> Go Heart program expanded fitness events to Yosemite Park in Eagle Rock to cover more of our primary service area. Go Heart offered 29 classes in 2024 with over 900 attendees. Monthly newsletter sent to 405 community members 18-55+ years old. Utilized MeetUp and EventBrite to track community participation. <p>Live Well Senior Program (60+ year-olds)</p> <ul style="list-style-type: none"> Membership increased with 199 new members in 2024. Membership increase is primarily word of mouth. This year we saw the largest increase in membership in five years. Current membership over 2200 local seniors. Five weekly fitness classes available to members. 302 classes offered in 2024 with over 7000 participants. Dementia and Alzheimer's Caretakers Support Group for 20 families met bimonthly. Seven educational seminars presented by our physicians. Seven seminars hosted with 541 attendees. Weekly email to over 2000 members with 65% email open rate. Participated on City of Glendale Community Services Committee. Met quarterly. Senior Street Fest – booth participant for over 200 local senior community members. Weekly Game Day – 46 games hosted with 468 seniors participated. <p>Preventative, Education, and Awareness Events</p> <ul style="list-style-type: none"> Sidewalk CPR at the Americana. 200 people attended. ED, Glendale Fire, and Cardiology hosted the event. Diabetes Education (Ongoing). Community health awareness events for Breast Cancer, Heart Health, and Lung Cancer were held at Adventist Health Glendale. Flu and Covid vaccinations provided to 200 community members. Prenatal, parenting, and infant care classes open to the public. 150 community members participated in ongoing classes on breast feeding, baby care, infant safety and CPR, and childbirth preparation. Cal Fresh community nutrition education and cooking demonstrations were held in both English and Spanish. Adventist Health Glendale participated in the Glendale Galleria Breast Cancer Awareness Event.
STRATEGY THAT EVOLDED DURING THE YEAR:
<p>Live Well Community Programs includes Live Well Senior Program, Go Heart Program, and Strong Again (a short-term fitness program for patients recovering from a recent medical issue).</p> <p>The Savey Tufenkian Survivorship Program was planned and developed in 2024 and will be implemented in 2025.</p> <p>Partnerships formed with Parks and Recreation for both City of Glendale and City of Los Angeles.</p>

ADDRESSING HIGH PRIORITY: MENTAL HEALTH

GOAL	Improve mental health awareness, access to resources, and outcomes for different populations and needs.
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Strategy 1:	Enhance student awareness and access by supporting school wellness centers, implementing a communications and engagement strategy, and providing connections to resources and services.
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Actions: Program/Activity/Tactic/Policy
A partnership with Glendale Unified School District, which uses multiple forms of navigation to a) build awareness about mental health, and b) connect students to appropriate resources for their needs. The objectives are to improve student mental health knowledge, attitudes, experiences, and outcomes.

Strategy 2:	Homelessness/Housing Navigation program in Behavioral Health Unit.
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Actions: Program/Activity/Tactic/Policy
Care managers work with individual patients to assess their situations and connect them with a continuum of various community resources which best fit their specific needs.

COMMUNITY IMPACT SUMMARY – Mental Health FY 2024
<p>School Wellness Centers (Strategy 1)</p> <p>In partnership with Glendale Unified School District, AHGL provided funding to open wellness rooms at local high schools starting in 2023. Over 6,000 students have utilized the wellness rooms since opening. The rooms provide tobacco and substance abuse educational resources, teacher support, conflict resolution, coaching, and emotional support.</p> <p>Homelessness/Housing Navigation (Strategy 2)</p> <ul style="list-style-type: none"> • 514 indigent and homeless patients were treated and 100% accepted treatment. Over 500 accepted placement plan with our community partners. • Behavioral Health Hospitalists program was implemented. Treatment plans were discussed with patients. The program is facilitating early discharges to our patients. • Seven staff members met weekly with Los Angeles County Department of Mental Health. • 44 case managers connected with Charlie Health’s step-down mental health program for 11-49 year-olds. Over 25 youths were referred to the program, 4 participated in the program. • Behavior health staff collected shoes and books for people in need and coping with mental health issues. • \$114,675 paid to National Health Foundation to provides care for the unhoused patients after discharge. • 50 staff members participated in an evidence-based music intervention program to address individual’s mental health goals. 300 people participated over a 2-month period. • Staff attended monthly meetings with CA Association of Hospitals to discuss behavioral health care. • NAMI Walk and Mental Health Fair booth. 368 people attended the fair. Staff contributed 100 volunteer hours. <p>Los Angeles County shows homelessness is down for second year in a row.</p>

Grief and Loss Support Group

- Weekly group hosted by Chaplain's office. 752 community members participated during 2024.

STRATEGY THAT CHANGED DURING THE YEAR:

CA Bridge program funding for Substance Abuse Navigator ended in 2024. Emergency Department presented request to UniHealth for additional funding.

Adventist Health Glendale (AHGL) Additional Narrative:

Other programs/activities not included in this Implementation Strategy Year Two Update, FY 2024 that support community impact.

Adventist Health Glendale is proud to work with numerous community partners in a combined effort to create meaningful and sustainable change in driving community impact. By leveraging local knowledge, pooling resources, building trust through relationships, AHGL is working toward long term impact in achieving common goals of improved community health.

Community Health Fair and Health Career event partners:

- City of Glendale Fire
- Armenian American Medical Society
- Eagle Rock Seventh-day Adventist Church
- NAMI Walk Greater Los Angeles County
- Eagle Rock Summer Concert Series
- Glendale Unified School District
- Monrovia Seventh-day Adventist Church

AHGL Community Program support partners:

- City of Glendale Parks and Recreation
- Vallejo Drive Seventh-day Adventist Church
- Southern California Alzheimer's Association
- COPE Health Scholars Los Angeles
- Glendale Community College
- Los Angeles County Emergency Medical Services Agency
- Los Angeles Homeless Services Authority
- Glendale Police Foundation
- City of Los Angeles Parks and Recreation

Health Awareness Event partners:

- Glendale Healthy Community Coalition
- YMCA Glendale and Pasadena
- Soroptimist International of Glendale Bras for a Cause
- On Our Sleeves/The Kids Mental Health Foundation

Staff donations at Adventist Health Glendale reflect a strong, tangible commitment to our Mission and embody a shared sense of purpose among our team. The following organizations were recipients of the donations in 2024.

- Home Again LA Thanksgiving Gift Basket Drive
- Salvation Army Toy Drive
- Community Center of La Canada Thanksgiving Day Run and Food Drive

Adventist Health Glendale collaborates with numerous higher education institutions to provide a clinical learning environment for nursing students, supporting their path to graduation while addressing a critical community-wide workforce development need.

- Pasadena Community College (27 students, 480 hours)
- Glendale Community College (75 students, 1392 hours)
- Azusa Pacific University (38 students, 3095 hours)
- Success Education Colleges (160 students, 2088 hours)

Significant Identified Health Needs

The Adventist Health Community Well-Being team and community partners collectively reviewed all relevant significant health needs identified through the CHNA process. Using a community health framework developed for this purpose, 12 significant health needs were initially considered. The list of significant needs are as follows:

- Access to Care
- Community Safety
- Community Vitality
- Education
- Environment & Infrastructure
- Financial Stability
- Food Security
- Health Conditions
- Health Risk Behaviors
- Housing
- Inclusion & Equity
- Mental Health

From this group of 12, several high priority health needs were established for Adventist Health Glendale. High priority health needs were chosen as they had demonstrated the greatest need based on severity and prevalence, intentional alignment around common goals, feasibility of potential interventions, and opportunities to maximize available resources over a three-year period.

Using the criteria mentioned above, we were able to determine which needs were high priority, as compared to those that were significant needs. The High Priority Needs are the focus of the implementation strategy and this accompanying Community Health Plan Update, FY 2024. The remaining significant health needs are not addressed directly but will likely benefit from the collective efforts defined in this report.

TABLE OF SIGNIFICANT IDENTIFIED HEALTH NEEDS

Access to Care
Health Condition
Mental Health
Lower Priority Needs that will not be addressed directly by Adventist Health Glendale due to limited resources, expertise and feasibility of viable interventions
Housing
Health Risk Behaviors
Mental Health
Food Security
Environment & Infrastructure
Inclusion and Equity
COVID
Education
Community Vitality
Community Safety



Scan the QR code for the full Secondary Data Report



Community Health Financial Assistance for Medically Necessary Care Commitment

Adventist Health understands that community members may experience barriers in paying for the care they need. That is why we are committed to providing financial assistance to those who may need support in paying their medical expense(s).

Community members can find out if they qualify for financial aid in paying medical bills by completing a financial assistance application. Applications can be filled out at the time care is received or after the bill has been administered. To access the financial assistance policy for more information or contact a financial assistant counselor, please visit us at:

[Adventist Health - Help Paying Your Bill.](#)



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<https://www.adventisthealth.org/glendale>



Thank you for reviewing our Implementation Strategy Year Two Update, FY 2024.
We are proud to serve our local community and are committed to making it a healthier place for all. To provide feedback on this community benefit report or other reports referenced, please email community.benefit@ah.org. You may also request a copy free of charge.

To review this report as well as our most recent Community Health Needs Assessment and Community Health Implementation Strategy please visit: <https://www.adventisthealth.org/glendale/about-us/community-benefit/> or [Adventist Health Community Benefit](#)