



ADVENTIST HEALTH
LODI MEMORIAL

IMPLEMENTATION STRATEGY
Year Two

Update, FY 2024
Period: 1/1/24 – 12/31/24

2024

Table of Contents

I.	PURPOSE & SUMMARY	3
II.	GETTING TO KNOW US	
	Who we Serve.....	4
	Adventist Health.....	5
III.	ACTION PLAN 2024.....	6
	a. High Priority: Access to Care.....	7
	b. High Priority: Financial Stability	9
	c. High Priority: Mental Health	12
IV.	SIGNIFICANT IDENTIFIED HEALTH NEEDS.....	14
V.	COMMUNITY HEALTH FINANCIAL ASSISTANCE FOR MEDICALLY NECESSARY CARE COMMITMENT.....	15
VI.	Closing	16

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 Lodi Memorial 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: Local governmental and public health agencies, community-based organizations, leaders, representatives, or members of under served, low-income, and racial/ethnic populations. Additionally, where applicable, other individuals with expertise on local health needs were consulted

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

The CHIS consists of a long-term 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 under served, low-income, and minority populations, Adventist Health Lodi Memorial intentionally developed a strategic plan to address the needs of our community.

In this Implementation Strategy, Year Two Update, FY 2024 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 Lodi Memorial CHNA:

Access to Care

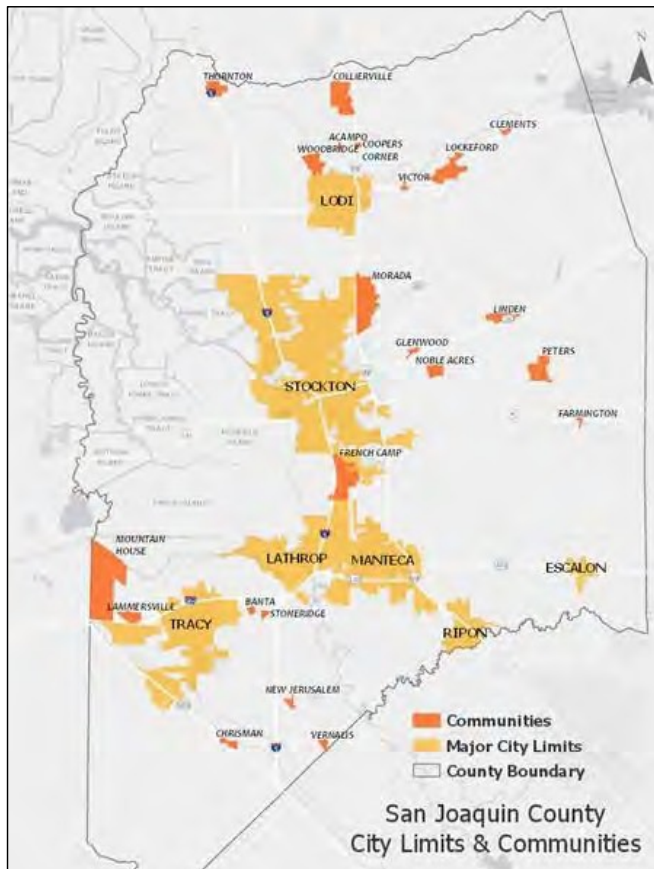
Financial

Stability

Mental Health

Definition of Community Served

Each hospital participating in our CHNA defines its hospital service area to include all individuals residing within a defined geographic area surrounding the hospital. Per the joint CHNA, the hospital partners chose San Joaquin County as the primary service area.



GEOGRAPHIC DESCRIPTION OF THE COMMUNITY SERVED

San Joaquin County, in the Central Valley of California, is roughly 60 miles east of San Francisco and 35 miles south of Sacramento, with a total population of 742,603 (2019). Historically, agriculture has been a strong driver of our economy and many migrants and immigrants have settled here to work in the fields and help with agricultural processing or shipping. The County is mostly rural, with one large urban core (Stockton) and seven smaller cities, as well as many ranching and farming communities scattered across the County.

DEMOGRAPHIC PROFILE OF THE COMMUNITY SERVED

San Joaquin County is home to a high concentration of residents at elevated risk for COVID-19 and who have experienced enormous impacts from the pandemic. A quarter of residents are foreign-born. Overall, 14.5% of residents live in poverty. Residents aged 65 years and older have a poverty rate of 9.9%. The educational attainment of San Joaquin County residents is much lower than California residents. Only 18.8% of County residents aged 25 and older have a bachelor's degree or higher, compared to 33.9% of Californians aged 25 and older that have a bachelor's degree or higher.

Race/ethnicity	
Total Population	742,603
Asian	15.2%
Black/African American	6.7%
Latinx	41.4%
Native American/Alaska Native	0.2%
Pacific Islander/Native Hawaiian	0.5%
Multiple races	3.9%
White	31.9%

Source: US Census, 2019

Socioeconomic Data	
Living in poverty (<100% Federal poverty level)	14.5%
Children in poverty	16.6%
Older adults (ages 65+) in poverty	9.9%
Employed (ages 20-64 years)	52.6%
Insured (ages 19-64 years)	90.5%
Adults with no high school diploma	20.7%
Bachelor's Education or higher	18.8%

Source: US Census, 2019

For a more detailed look into community member comments, facts and numbers that are captured in the CHNA, please visit adventisthealth.org/aboutus/community-benefit. The following pages provide a closer look into our community demographic as well as our approach to the CHIS.

About Us

Adventist Health Lodi Memorial

Adventist Health Lodi Memorial is one of central California's premier nonprofit healthcare providers that encompasses a hospital, multiple medical practice locations and wellness programs. Since we opened our doors in 1952, we have been committed to those who seek our care. Through the decades, Lodi Memorial became not just a hospital, but a pillar for the surrounding community and the people whose pasts and families are intertwined with the organization.

In the decades since we opened, our healthcare organization has expanded remarkably. What was known as Lodi Memorial Hospital for four decades is now Adventist Health Lodi Memorial, a system that encompasses not just a full-functioning hospital, but the vast scope of services available throughout Lodi and surrounding communities.

Surgery, maternity, intensive care, medical care and emergency services have always been key services available at Adventist Health Lodi Memorial, but in recent years, the organization has grown to operate five primary care medical practices, a free outreach clinic and 10 specialty medical practices.



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 Lodi Memorial identified as top priority health needs, or as we refer to them in this report, 'High Priority Needs.' The High Priority Needs are addressed in this Community Health Implementation Strategy and are reported on a yearly basis through the Annual Community Benefit Health Plan Update. This is year two, of a three-years 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 Lodi Memorial provided in 2024 to address each selected High Priority Need.

GOAL	Collaborate with community partners to provide older adults with access to routine medical and social care to alleviate isolation and timely care of non-chronic conditions.
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Strategy:	Utilize Adventist Health’s current Adult Daycare Services program as a one-stop hub for routine medical and psychosocial care for older adults.
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Action: Program/Activity/Tactic/Policy
Explore feasibility of expanding primary care services to the aging population.
Provide basic medical services at the Adult Daycare Center as a community resource, e.g. flu vaccinations.

FY 2024 YEAR TWO
If approved, implement enhancements at Lodi Daycare Center.
Connect with community referral partners to increase volume and promote service.

COMMUNITY IMPACT Access to Care SUMMARY
<p>Feasibility Assessment: After reviewing the current facility footprint for the Lodi Adult Daycare Center at Hutchins Street Square we confirmed that it can only accommodate its current client capacity based on required staffing ratios and operational square footage. This will not allow us to accept additional foot traffic that would be generated by offering additional basic health services for the 75+ population. Additionally, there are also general security concerns with opening public access to these offices while providing client services.</p> <p>Hutchins Street Square is owned by the City of Lodi and has space adjacent to our Adult Daycare Center office. However, the cost of leasing the space combined with the need for dedicated staff to provide services was prohibitive and not pursued as an option.</p> <p>We received feedback that in the city of Lodi, residents of the Heritage District in the northeastern section experience a higher level of health challenges. Providing access to care in that area will likely yield a greater positive impact in this regard. In order to pursue this, we considered:</p> <ul style="list-style-type: none">• Providing these services on an episodic basis.• Partnering with existing senior centers (LOEL), schools or health centers in the area for similar opportunities that benefit all age groups. <p>Based on this strategic refocus and with the assistance of Love Lodi, a community-based organization that promotes a city-wide volunteer day, we were able to support Lawrence Elementary School with a significant number of lice treatment kits for students and families. They explained that when lice infestations occur at students' homes, resulting in high levels of student absenteeism. The kits allow families to effectively manage the condition (especially those lacking healthcare coverage or transportation) and maintain school attendance. In June 2024, we provided Lawrence Elementary School with 150 lice treatment kits, with a value of more than \$4,000. This will be used for students/families during the 2024-25 school year.</p> <p>We have also established a relationship with the LOEL Senior Center in Lodi to provide health content for their monthly newsletter sent to clients and families. So far, we have promoted the Lodi Memorial Hospital Foundation’s <i>Walk for the Health of It</i> event, the Blue Zones Power 9 for health (infographic), and the community Stroke Support Group that we host at AHLM.</p> <p>In 2024, Adventist Health Lodi Memorial (AHLM) was able to hire six new physicians and one new physician assistant to address access to care issues. AHLM service area has a population of 348,019 and 79.93 providers per 100,000 people. This is well below the national average of 116.46 primary care providers per 100,000 residents. Successful recruitment of providers included two interventional cardiologists; one gastroenterologist; one internal medicine physician; one</p>

orthopedic surgeon; one cardiothoracic surgeon; and a family medicine physician assistant.

ADVENTIST HEALTH COMMUNITY IMPACT IN THE NEWS:

Improving Access to Care in the Community

- John Lee MD: 1000th Robotic Procedure Celebration (Lodi News-Sentinel)
[Mr. Roboto: Lodi Memorial celebrates major milestone | News | lodinews.com](#)
- Lodi Memorial first hospital in county to acquire latest da Vinci surgical system (Lodi News Sentinel)
[Lodi Memorial first hospital in San Joaquin County to acquire robotic surgical system | News | lodinews.com](#)
- Quality of Care Awards and Accreditation featured in San Joaquin Physician Magazine



[ADVENTISTHEALTH:INTERNAL]

ADDRESSING HIGH PRIORITY: Financial Stability

GOAL 1	Provide supportive environment for members of vulnerable populations to gain exposure and skills for employability in allied health professions.
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Strategy 1: Provide internships, externships, and apprenticeship opportunities in medical and allied health professions

Action: Program/Activity/Tactic/Policy

- Review existing training programs to determine opportunities to continue, enhance or revise.
- Collaborate with existing community high school and post-secondary institutional programs to identify eligible students.
- Review current learning partnerships in consultation with Health Force partners.
- Meet with AH executive leadership to discuss/approve changes/enhancements.

FY 2024 YEAR TWO

Meet with all stakeholders to review shared data and discuss opportunities to streamline and expand collaborative base.

Explore current scholarship opportunities and funding.

GOAL 2	Advocate for and collaborate with community partners to connect community members with services that will reduce the burden of childcare and make them available to acquire skills for employability.
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Strategy 2: Partner with community agencies to provide childcare services for eligible parents enrolled in schools and colleges

Action: Program/Activity/Tactic/Policy

Ensure case managers at Lodi Memorial ED are active on the Unite Us digital referral platform in order to connect eligible patients to relevant service providers.

Streamline the referral and communication process between ED case managers and Camp Hutchins Child Daycare center for parents requiring support.

Increase use of Unite Us overall for better connection of patients with community services as appropriate.

FY 2024 YEAR TWO

If approved, implement childcare referral process into AHLM ED intake. Evaluate success of the program after pilot phase.

GOAL 3	Collaborate with partners to connect community members with support services and education to lessen financial burden.
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Strategy 3: Utilize existing intake and discharge processes to connect and enroll community members experiencing financial burden into health care coverage programs and refer them to reduced or free services and programs.

Action: Program/Activity/Tactic/Policy

Effectively enroll uninsured patients in appropriate health plan programs such as CalAIM.

Refer uninsured and underinsured patients to community resources to help address their healthcare and psychosocial needs.

FY 2024 YEAR TWO

Evaluate success of patient coverage referrals and identify additional barriers to be addressed.

COMMUNITY IMPACT Financial Stability SUMMARY

Unite Us Case Management System Adoption for community services that support employment readiness

- Due to transitions in Case Management and Social Work leadership, staff training was conducted in November 2024 to familiarize new leaders with the Unite Us platform's integration with the Adventist Health electronic medical record. This approach facilitates timely Unite Us referrals that are automatically recorded in the patient's hospital medical record and eliminates the need for dual entry. The team will integrate Unite Us into their discharge planning process moving forward, which will increase opportunities to support patients' access to services that address their health, social and financial stability needs.

Provide internship opportunities in health care professions at AHLM

- **CNA Program developed for 2024:** Pending approval by the California Department of Public Health (CDPH), we are planning to participate in a 14-week guided study program for participants to become certified nursing assistants (CNA). The program is geared towards working adults and will be held during nights and weekends so they can continue to support themselves and their family. We are partnering with Vienna Nursing & Rehab Center in Lodi to provide the training environment for participants and with California Preparatory College as our educational partner. We will need a minimum of 13 students to conduct the program. If the minimum is not met, we may also explore the possibility of including high school student participation because the CDPH allows youth as young as 16 to take the CNA licensing exam. As of December 2024, approval of the program by CDPH remained pending.

Collaborate with partners to connect community members with support services and education to reduce financial burden such as Medi-CAL/CalAIM

CalAIM HEALTH NAVIGATORS

- Adventist Health ended the contract with Emcare to provide CalAIM field case management for our patients and other Medi-CAL members from Health Plan of San Joaquin (HPSJ) and HealthNet.
- Contract negotiations with Health Plan of San Joaquin were completed and awaiting contract finalization as of December 2024. The contract now includes both CalAIM and Enhanced Care Management (ECM) programs to be provided by local lead care managers (LCM) who will be hired under this contract. Enhanced Care Management (ECM) is an essential component of California Advancing and Innovating Medi-Cal (CalAIM). ECM is a Medi-Cal managed care benefit providing community-based care management for individuals experiencing homelessness, behavioral health needs, substance use, children involved in child welfare and individuals transitioning from incarceration. Lead Care Managers work individually with enrolled patients to provide up to one year or more of case management services, linking them to community resources such as but not limited to, transportation to medical appointments, food support, access to medical and mental health services, and other to improve health outcomes and overall well-being.
- This contract will provide for the hiring of two LCMs. They will work with AHLM social workers to provide post-discharge continuity of care for qualified patients.
- We are planning to provide them with office space in proximity to the Adventist Lodi Memorial Social Work team to facilitate timely hospital discharges and seamless case management transitions for patients meeting program criteria.
- There is also the possibility of connecting our LCMs with the Lodi Access Center which will be operated by the Salvation Army in managing discharged patients.

STRATEGY THAT CHANGED DURING THE YEAR:

- **MBA Program:** Adventist Health Lodi Memorial is partnering with Pacific Union College to offer an online MBA program for our employees. This program is designed as a continuous start program, allowing employees to enroll and begin their MBA at multiple points throughout the year and finish in as little as 12 months. The program is 58 units, fully accredited and offers concentrations in both management and healthcare administration. While this program does not qualify as a community benefit it is important to note it as a measure of increased financial stability in the overall community sector.
- **Grant Award Updates:** Adventist Health has been awarded grant funding for a healthcare work-based learning project addressing the need for college and career readiness, and the national healthcare worker shortage. The program, planned for a 2025 pilot at Adventist Health Lodi Memorial, will cultivate equitable engagement of high school and college students in San Joaquin, Merced and Stanislaus Counties especially in rural and underserved communities.

[ADVENTISTHEALTH:INTERNAL]

ADDRESSING HIGH PRIORITY: Mental Health

Goal	Collaborate with community partners in addressing workplace related stress as well as mental health concerns that employees may have in the workplace
Strategy: Increase psychoeducational awareness in the workplace	
Conduct semi-annual workplace symposia addressing burnout prevention and available resources. Goal of creating healthy workforce and sustainable productivity.	
FY 2024 YEAR TWO	
<ul style="list-style-type: none">• Continue seminars/webinars for year two.• Adjust offerings and timing based on evaluation results.	

COMMUNITY IMPACT Mental Health SUMMARY

Collaborate with community partners in addressing workplace related stress as well as employee mental health concerns at work.

We utilized Adventist Health's partnership with the American Heart Association to co-present educational outreach to the San Joaquin County workforce via their employers.

- This approach creates an incentive for employer participation by helping them maintain a healthy, productive workforce with reduced absenteeism.
- Our first webinar, "Happy Half Hour" on Zoom, featured medical experts providing tips and information on practicing healthy habits to maintain physical and mental well-being. We reached more than 18 employer organizations and 1000+ employees.
- We conducted the in-person, "Mind, Heart, Body Symposium" at the Fairfield Inn in Lodi to help participants reduce stress, promote better sleep, and better regulate their emotions. The panel of speakers included an Adventist Health cardiology expert. This was open to employers and the general public; more than 60 people attended.
- We conducted an employers' onsite learning seminar on substance abuse that reached more than 1000 employees.
- We conducted a second health webinar featuring an Adventist Health physician assistant for San Joaquin County employers on maintaining health during the holidays. More than 50 participants representing employers and community-based organizations throughout San Joaquin County participated.

San Joaquin County Family Resource Center Child Caregiver Conference

In May, Adventist Health Lodi Memorial provided free blood pressure tests, stress coping tips and free COVID testing kits at the Family Resource Center Child Caregiver Conference at San Joaquin County Agricultural Center. The event was developed to support child caregivers in the county, who are typically self-employed with limited access to resources and services provided by employers. The event's focus was to support caregivers on stress management, mental health and overall well-being.

More than 400 childcare providers attended the event and interacted with our team on resources/support that Adventist Health Lodi Memorial makes available to the community.

ADVENTIST HEALTH LODI MEMORIAL COMMUNITY IMPACT IN THE NEWS:

Adventist Health Lodi Memorial Additional Narrative: Programs/activities not included in the 2023 CHIS Strategic Plan that support community impact	Process Measures
<p>World Kidney Day Health Celebration and Blood Drive at Lodi Sikh Temple</p> <p>On March 17, Adventist Health Lodi Memorial participated in the World Kidney Day celebration at Desmesh Darbar Sikh Temple in Lodi. The purpose of the event was to raise awareness about kidney disease and promote overall community health. Activities included a blood drive, various medical and vision screenings and health consultations.</p> <p>The Adventist Health Lodi Memorial team, comprised of six staff volunteers, encountered more than 400 people, provided more than 100 blood pressure tests and distributed 300 free COVID home test kits.</p> <p>Emergency Department: COMMUNITY EVENTS:</p> <p>Lodi Farmers Market on July 11: CPR Education</p> <p>Every year, Adventist Health Lodi Memorial’s Emergency Department supports community education at the Lodi Farmers’ Market. On the evening of June 11, Adventist Health Lodi Memorial was featured as The Lodi Chamber of Commerce’s “Business of the Week.” Seven of our Emergency Department team members volunteered their time to educate community members on “Hands Only CPR.”</p> <p>The Adventist Health Lodi Memorial Emergency Department team were able to train many Farmers’ Market patrons in performing 30 or more CPR compressions, including officers from the Lodi Police Department who wanted to practice sCPR. Many patrons were taking pictures and filming each other doing compressions. It was a fun event and a great way to share knowledge with the Lodi community. More than 250 people participated in this booth’s activities.</p> <p>Lodi Farmers Market on August 1: Stroke Education</p> <p>The Adventist Health Lodi Memorial (AHLM) Quality Management Services (QMS), Acute Physical Rehabilitation (APR), and Emergency Department (ED) teams partnered together to provide health education at The Lodi Farmers' Market.</p> <p>The team provided stroke education; including the BEFAST stroke protocol and the use of emergency medical services to get stroke victims to the hospital as soon as possible and within 4 hours from onset of symptoms. Our team provided resources outlining the stroke acute rehabilitation services offered by AHLM and also included child-friendly education with a Spin-to-Win Prize Wheel! More than 150 people participated in our booth’s activities.</p>	<p>400 Attendees</p> <p>250 Attendees</p> <p>150 Attendees</p>

[ADVENTISTHEALTH:INTERNAL]

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. Health needs are defined as including requisites for the improvement or maintenance of health status both in the community at large and parts of the community (such as specific neighborhoods or populations experiencing health disparities). Requisites may include addressing financial and other barriers to care as well as preventing illness, ensuring adequate nutrition, or addressing social, behavioral, and environmental factors that influence health in the community. Health needs were identified by the comprehensive identification, interpretation, and analysis of a robust set of primary and secondary data.

THE FOLLOWING CRITERIA WERE USED:

- It fits the definition of a “health need” as described above.
- It was confirmed by multiple data sources (i.e., identified in both secondary and primary data).
- Indicator(s) related to the health need performed statistically significantly worse than the state average.
- It was chosen as a community priority. Prioritization was informed by the frequency with which key informants and focus groups mentioned the need. The final list included only those that informants and focus groups identified as a need.

Highest Priority needs are the focus of the Community Health Implementation Strategy and this accompanying Community Health Plan Update, FY 2024.

NINE HEALTH NEEDS MET THE ABOVE CRITERIA:

HIGHEST PRIORITY

- Mental Health/Behavioral Health Including Substance Use
- Access to Care
- Income and Employment/Financial Stability

MEDIUM PRIORITY

- Housing
- Chronic Disease/Health Eating, Active Living (HEAL)
- Community Safety

LOWER PRIORITY

- Family and Social Support
- Education
- Transportation

Medium and Lower priority needs will not be addressed directly by Adventist Health Lodi Memorial due to limited resources, expertise and feasibility of viable interventions but will likely benefit from the collective efforts defined in this 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](#).



Adventist Health Lodi Memorial
975 S. Fairmont Ave., Lodi, CA 95240
(209) 334-3411
HCAI #: 106390923
<https://www.adventisthealth.org/lo-di-memorial/>



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/lo-di-memorial/about-us/community-benefit/>
<https://www.adventisthealth.org/about-us/community-benefit/>