



ADVENTIST HEALTH  
Reedley

IMPLEMENTATION STRATEGY  
Year Two Update, FY 2024  
Period: 1/1/24 – 12/31/24

2024



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# 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, the Central Valley Network (CVN) comprised of Adventist Health's four hospitals located in Hanford, Tulare, Reedley and Selma 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: Aging, civic government and leadership, community-based organizations focusing on healthcare consumer, law enforcement, low-income, medically underserved, minority populations, substance abuse, transportation and unhoused populations.

Now that our communities' voices, stories, and priority areas are reflected in the CHNA, our next step is 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 underserved, low-income, and minority populations, the CVN 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 you will find strategies, tactics, and partnerships that address the following health needs identified in the 2022 CVN CHNA:

**Financial Stability**

**Food Security**

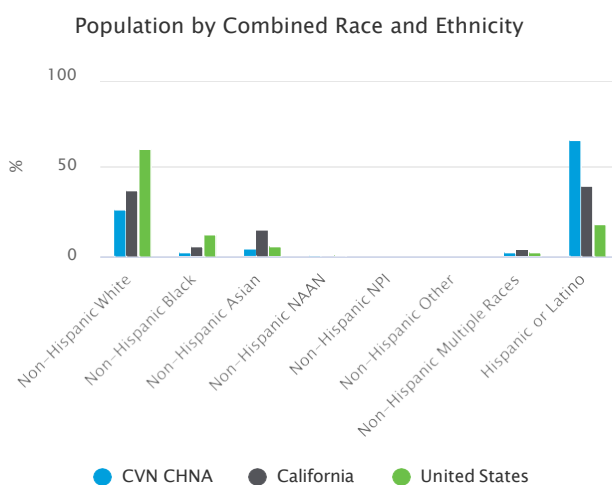
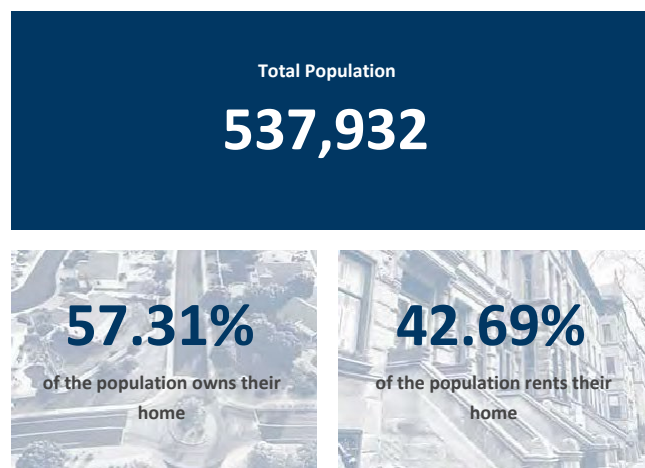
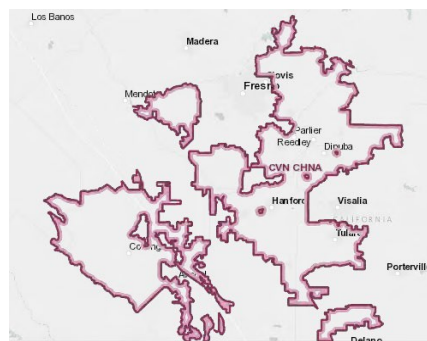
**Mental Health**

# Who We Serve

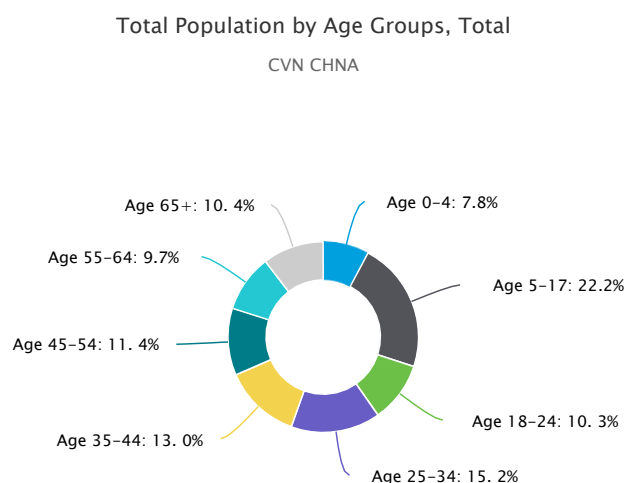
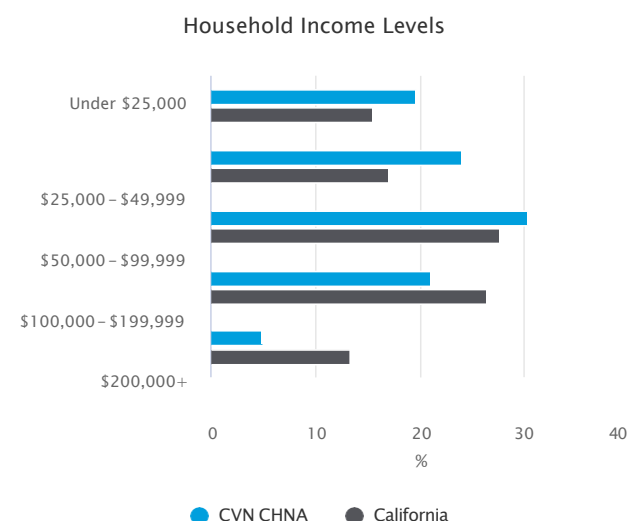
## DEMOGRAPHIC PROFILE

The following zip codes represent Adventist Health Central Valley Network'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 CVN CHNA market has a total population of 537,932 (based on the 2020 Decennial Census). The largest city in the service area is Tulare, with a population of 59,312. The service area is comprised of the following zip codes: 93219, 93648, 93625, 93646, 93609, 93647, 93631, 93657, 93245, 93234, 93239, 93654, 93204, 93618, 93230, 93615, 93662, 93212, 93630, 93619, 93210, 93656, 93274.



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



# About Us

## Adventist Health Reedley

Located in the central San Joaquin Valley portion of California, Adventist Health Reedley is a 49-bed acute-care hospital with 20 large, private birth center rooms, 36 rural health clinics, two residency programs, 24-hour standby emergency care, laboratory, medical imaging, and surgery services. Adventist Health Reedley has been serving the community since 2011 and offers many different treatments and services to help your family stay healthy during all the different phases of life.

## 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 CVN 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 yearly basis through the annual community health plan update. This is year two, of a three-year strategy to improve the health 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 Reedley provided in 2024 to address each selected High Priority Need.

## FINANCIAL STABILITY

<b>GOAL</b>	Advocate for and collaborate with internal and external partners to identify community members experiencing poverty and connect them to support services to lessen financial burden.
<b>Strategy 1:</b>	Partner with external partners to provide financial literacy programs.
<b>Action 1: Program/Activity/Tactic/Policy</b>	
<ul style="list-style-type: none"> <li>Introduce Valley Strong Bank to School districts and other community partners to share their financial literacy program.</li> <li>Create partnerships with other banks to identify educational needs such as loan acquirement, business plans, etc.</li> </ul>	
<b>FY 2024 YEAR TWO</b>	
Expand program in other communities.	
<b>Strategy 2:</b>	Provide space to collaborate with external partners to provide resources for the community.
<b>Action 2: Program/Activity/Tactic/Policy</b>	
Coordinate and socialize a resource center with external partners. Open a resource center in Tulare utilizing space allocated.	
<b>FY 2024 YEAR TWO</b>	
Expand services and increase community Involvement.	
<b>COMMUNITY IMPACT SUMMARY/ALL STRATEGIES:</b>	
<p>In 2024, we partnered with Kings Canyon Unified School District to bring in financial experts to their parent and migrant parent meetings to discuss financial well-being. There were 20 participants in the 2 groups. This strong partnership with the school district has given opportunities to provide students and their families with resources to address other social determinants of health.</p> <p>Student athletes in Fresno County were offered free sports physicals at 2 events organized by Adventist Health. Schools require a sports physical for student athletes of all ages in order to determine a student's medical eligibility to play on a sports team. Sports physicals include a basic medical screening that checks a student's height and weight, blood pressure and vision. Physicals usually take 30-45 minutes, and each student received a "swag bag" that included a water bottle and school supplies. These free sports physicals address issues with access to care in Fresno County where there is a poverty rate of 21.3%.</p> <p>Adventist Health Reedley partnered with Parallon to assist community members in the enrollment and approval process for individual or family medical insurance coverage.</p>	

## FOOD SECURITY

<b>GOAL</b>	Strive to give access to current food distribution programs to the community identified by clinical screenings.
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<b>Strategy 1:</b>	Increase clinical screenings to identify patients in need of current food distribution programs.
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<b>Action 1: Program/Activity/Tactic/Policy</b>
<ul style="list-style-type: none"> <li>• Build relationships with external partners who already have an established distribution program.</li> <li>• Increase screenings for food insecurities at clinical visits.</li> </ul>

<b>FY 2024 YEAR TWO</b>
Build on workflow to create awareness of all programs available to the community and implement in 50% of our clinics.

<b>Strategy 2:</b>	Expand food program in all clinics (such as Nutribile, food banks).
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<b>Action 2: Program/Activity/Tactic/Policy</b>
Implement food programs to aid vulnerable patients, such as Nutribile. Expand to all clinics serving lower income families.

<b>FY 2024 YEAR TWO</b>
Expand food programs in the clinics as available.

### COMMUNITY IMPACT SUMMARY/ALL STRATEGIES:

We have created a list of all food distribution locations and dates/times of operation to provide for any patient who is identified in need.

Clinics are continuing a standard of practice to evaluate patients to determine food insecurity.

The Care Coordination team identifies patients who enter through the Adventist Health emergency department or is an inpatient that is in need of multiple social determinants of health. Community Health Workers are assigned the patient to assist with follow up of care and provide any resources that may be needed to sustain the wellbeing of the patient, including food resources, transportation, referral assistance, and assistance in removing general access barriers. In 2024, the average workload per staff member per month (Hanford only) Care Transitions Coordinators:

- 756 average patient cases
- 165 minutes per patient between inpatient and outpatient work
- 1,200 calls per day/ month

### Adventist Health Reedley in the News

We are increasing healthcare access in Central California by adding a new mobile care unit to provide various services, including health screenings, preventive health visits, immunizations, and school and sports physicals. Our goal is to expand our fleet to meet the needs of community members in our area who experience homelessness, transportation barriers, food insecurity, and other social health issues.

"Many would not have healthcare if it weren't for the commitment of this team and the support of so many community partners of taking healthcare across Central California," Jason Wells, president of Adventist Health's Central California Network, said. "It works to build a beautiful clinic, and people will come, but we have also learned that taking the clinic to the people has been a tremendous blessing to many communities."



## MENTAL HEALTH

<b>GOAL</b>	Provide mental health awareness and access to our communities.
<b>Strategy 1:</b>	Work with internal and external stakeholders to provide educational awareness.
<b>Actions 1: Program/Activity/Tactic/Policy</b>	
<ul style="list-style-type: none"> <li>Create a Behavioral Health Collaborative between Kings, Tulare and Fresno County Behavioral Health Departments. Roll out initiatives created by the collaborative to provide awareness amongst adults and children.</li> <li>Utilizing current programs such as: Kings County Mobile Crisis Unit</li> </ul>	
<b>FY 2024 YEAR TWO</b>	
Implement strategies and programs identified by collaborative.	

<b>Strategy 2:</b>	Create awareness and increase Adventist Behavioral Health virtual visits utilizing the Bridge program to help identify patients seen through emergency departments.
<b>Actions 2: Program/Activity/Tactic/Policy</b>	
Provide educational materials to providers about Behavioral Health Virtual Care services. Increase knowledge and awareness about virtual visits.	
<b>FY 2024 YEAR TWO</b>	
Implement strategy in clinics and increase virtual visits.	

<b>COMMUNITY IMPACT SUMMARY/ALL STRATEGIES:</b>
<p>Behavioral Health Collaborative continues to meet quarterly. Continues to address concerns over access to care and recruitment of providers.</p> <p>Adventist Health and Sierra Kings Health Care District work together to bring awareness to the community of Reedley about behavioral health by:</p> <ul style="list-style-type: none"> <li>Training physicians to recognize behavioral health issues and address mild to moderate issues</li> <li>Increased local psychologist in person or via telemedicine</li> <li>Community awareness to reduce the stigma associated with behavioral/mental health</li> <li>Mental Health First Aid training for educators, first responders, health care staff, faith-based organizations, etc.</li> <li>Trauma Informed Care/ACES training for educators, counselors, health care staff, faith-based communities etc.</li> </ul>

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# 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 CVN. 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. The following table provides additional information on all the significant health needs that were considered.

TABLE OF SIGNIFICANT IDENTIFIED HEALTH NEEDS

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



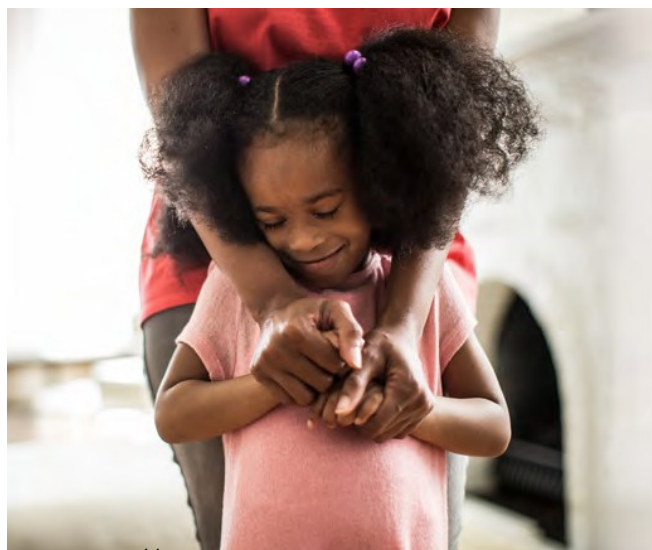
Scan the QR code for the full Secondary Data Report



## 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](#).





## Adventist Health Reedley

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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](mailto: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/central-valley/about-us/community-benefit/> or

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