



ADVENTIST HEALTH White Memorial
ADVENTIST HEALTH White
Memorial Montebello

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

2024

AdventistHealth 
White Memorial

AdventistHealth 
White Memorial
Montebello

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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, Adventist Health White 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: Community-based healthcare organizations focusing on education, family services, formerly incarcerated, low income, mental health, minority populations, public health, students 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, Adventist Health White 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 White Memorial CHNA:

Access to Care

Financial Stability

Food Security

Mental Health

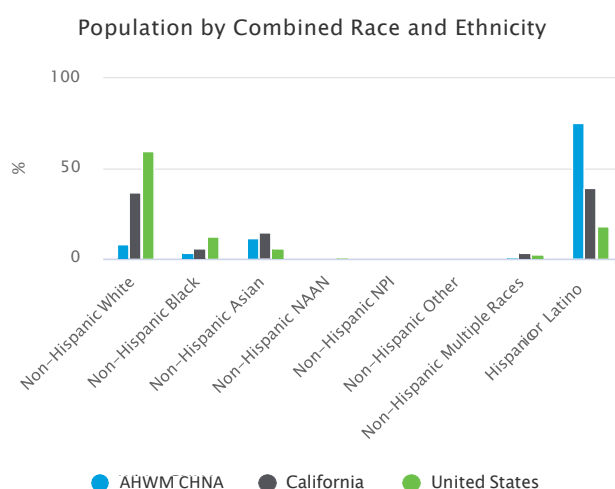
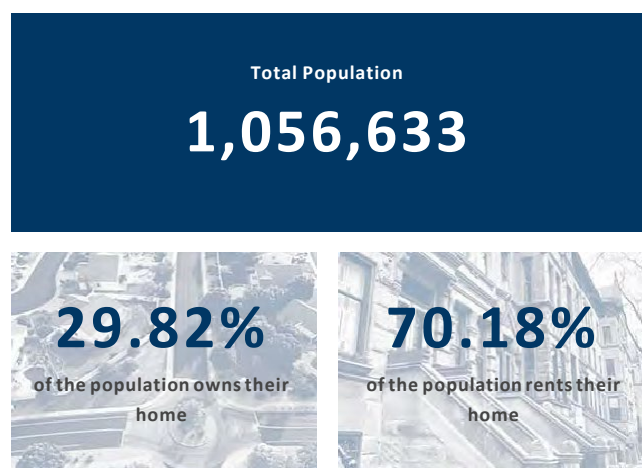
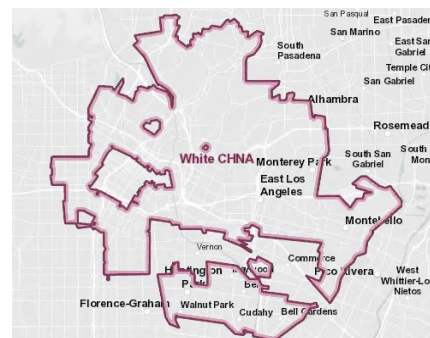
Adventist Health White Memorial Montebello joined the Adventist Health System in September 2023 and is considered consolidated within the strategy and corresponding community benefit reporting for Adventist Health White Memorial per licensing structure. As such, the community health implementation strategy and this Community Health Plan Update, FY 2024 are inclusive for both facilities.

Who We Serve

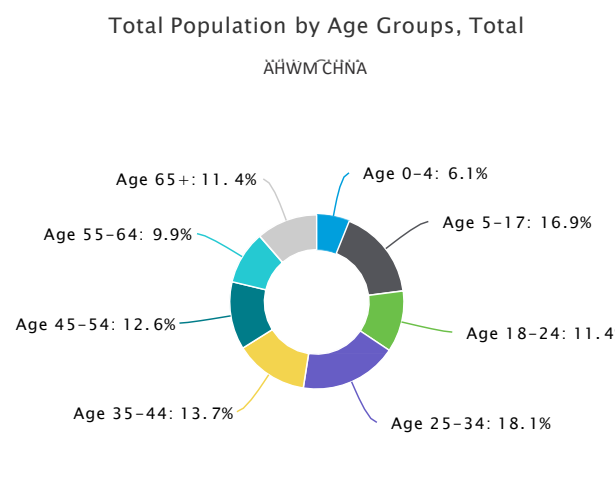
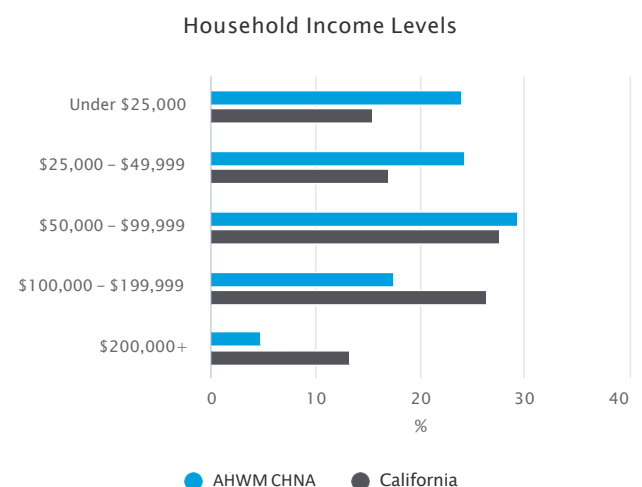
DEMOGRAPHIC PROFILE

The following zip codes represent Adventist Health White Memorial'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 White Memorial CHNA market and now Adventist Health White Memorial Montebello has a total population of 1,056,633 (based on the 2020 Decennial Census). The largest city in the service area is East Los Angeles CDP, with a population of 126,496. The service area is comprised of the following zip codes: 90031, 90042, 90201, 90012, 90270, 91754, 90026, 90023, 90007, 90057, 90255, 90640, 90065, 90022, 90063, 90033, 90032, 90006, 90011, 90021, 91803.



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



About Us

Adventist Health White Memorial

Adventist Health White Memorial is a 353-bed not-for-profit, faith-based, teaching hospital, providing a full range of inpatient, outpatient, emergency and diagnostic services to communities in and near downtown Los Angeles.

Adventist Health White Memorial Montebello

Has 202 licensed beds and provides a full range of inpatient and outpatient care. From emergency services and hospitalization to outpatient procedures, the hospital offers the latest technology for diagnostic and treatment options. A medical staff of over 375 physicians, representing a wide spectrum of specialties, is supported by experienced and dedicated employees and volunteers.

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 White Memorial 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 White Memorial and Adventist Health White Memorial Montebello provided in 2024 to address each selected High Priority Need.

ADDRESSING HIGH PRIORITY: ACCESS TO CARE

GOAL	Advocate for and collaborate with internal and external partners to identify community members experiencing difficulties accessing care and connect them to support services to increase access to care.
Strategy 1:	Utilize stakeholders' existing intake processes to identify individuals experiencing access to care and enroll/direct them to existing services and programs.
Actions 1: Program/Activity/Tactic/Policy	
<ul style="list-style-type: none"> Integrate into intake processes a means to ask people caring for children, 'Do you have difficulty accessing care?' and track responses and direct them to identified community resources. Enroll person/family into CalAIM, Medi-Cal programs. Open primary care mega-clinic to provide additional access in the community. 	
FY 2024 YEAR TWO	
Track responses to questions quarterly and report out to all stakeholders. Collaborate with the organization offering services/programs to track referrals and troubleshoot referral processes where needed.	
Strategy 2:	Meet to identify existing community resources, programs, and organizations that can lessen financial burden on parents/care givers and engage them to work collaboratively to streamline offering services to families and children.
Actions 2: Program/Activity/Tactic/Policy	
Collaborate with internal and external partners to identify and engage existing public and community benefit organizations (CBOs) to receive and enroll families and children with diabetes to their existing services/programs that increase access to care with emphasis on health education.	
FY 2024 YEAR TWO	
Meet with all stakeholders and Community-based organizations to review shared data and discuss opportunities to streamline and expand collaborative base.	
COMMUNITY IMPACT Access to Care SUMMARY	
<p>In 2024, Adventist Health White Memorial played a pivotal role in advocating for and collaborating with internal and external partners to enhance community access to care through the following initiatives:</p> <ul style="list-style-type: none"> Transportation volumes have increased above average, with an average of 601 transports per month. Additionally, we are issuing an average of 267 taxi vouchers per month. FQHC's primary care expansion has shown improvement and growth in well-child visits and cervical cancer screenings compared to 30 other community health clinics. Volume increases have plateaued due to space constraints. FQHC gave the group an update on the expansion plans in MOB 1 – construction will finish in 2024. The expansion was successful in providing services for over 80,000 individuals. In joint efforts with the Business Development team, the Referral Pad program has been expanded to include external clinics. We have since received over 75 referrals for Medi-Cal alone, helping us achieve greater access to insurance for our community members. Vive Bien! Senior Wellness program is a free program designed to enhance senior health and quality of life through activities including workshops with White Memorial physicians, pharmacists, and other health experts; activities included information on preventing and managing disease, a senior walking club, exercise classes and nutrition classes with healthy cooking demonstrations. We were successful in hosting about 10,800 Vive Bien members (including recurring members). 2024 saw an increase in interest and participation in the Medicare 101 classes within the first year and the support of community events such as health fairs, resource fairs, and a back-to-school event. 	

- The Community Resource Center continues to assist our residents in finding healthcare coverage that is right for them. Bilingual counselors are available and guide individuals step by step through the enrollment process. On-site eligibility specialists can answer questions regarding healthcare coverage and provide information on healthcare coverage options and referrals to agencies and programs based on needs. Those needs include food security, help to pay rent and utilities, immigration status, employment opportunities, in-home support, and wellness programs. In 2024, over 191 community members were enrolled in health insurance at the community resource center and over 515 people came to the center for insurance navigation.
- The Community Resource Center also provides senior citizens in the Boyle Heights and East Los Angeles community with free services and assistance. In collaboration with the Mexican American Opportunity Foundation, AHHW offers taxi vouchers and bus tokens, assistance with the completion and translation of forms such as Social Security, Medicare, and home energy applications. In addition, referrals for immigration, senior housing, free meal sites, home-delivered meals, legal services, the Home Secure Program, and social and recreational activities through the Vive Bien! Senior Wellness Program.
- In 2024, we strengthened our partnerships with community-based organizations, allowing us to reach more families in need of services.

ADDRESSING HIGH PRIORITY: FINANCIAL STABILITY

GOAL	Develop systems and programs to aid our community in identifying and addressing key barriers to improving family financial stability.
Strategy:	Enhance current programs in workforce development and MAOF resource connections
Action: Program/Activity/Tactic/Policy	
<ul style="list-style-type: none">Recruit high school students to complete our Workforce Development program.Recruit and provide support mechanisms for local individuals wanting to obtain a nursing degree.Provide support mechanisms for local individuals wanting to obtain their 4-year RN degree.	
FY 2024 YEAR TWO	
<ul style="list-style-type: none">Identify key barriers to program completion.Work on removing barriers to diploma attainment.	

COMMUNITY IMPACT Financial Stability SUMMARY

The Adventist Health White Memorial Healthcare Workforce Development program goal is to provide job readiness among youth who are at risk academically, unemployed, and underemployed; a “pipeline” to train and educate youth and to increase the pool of culturally competent healthcare workers. Workshops are provided to prepare interns for entry into the workforce through resume preparation, interviewing skills, customer service skills, financial literacy education, and professional image development.

Adventist Health White Memorial (AHWM) continued its partnership with COPE Health Scholars in 2024 to provide workforce development for local students to gain firsthand experience in clinical and administrative healthcare settings and become an integral part of the care delivery team. These students assist with basic care for patients alongside nurses, physicians, and other members of the care delivery team and can earn volunteer hours for medical school, nursing school, and other graduate programs. They are well-positioned for entry-level positions in healthcare.

In 2024, workforce development hosted a Financial Literacy workshop in partnership with Bank of America, highlighting the importance of informed money management. The "Better Money Habits" workshop was a core component of this program, with 23 interns actively participating to gain practical financial management skills. This class helps students learn about saving and budgeting, credit management, college financing, personal banking, anti-theft privacy, and banking topics. Of the students involved, 44 are currently pursuing higher education, demonstrating the program's positive influence on college enrollment. Among these, 39 students remain actively enrolled in college, reflecting sustained academic engagement.

The program reaches a broad network, engaging over 140 high schools and secondary education facilities in the area, extending financial literacy education to a diverse group of students. Adventist Health White Memorial and Adventist Health White Memorial Montebello have significantly increased partnerships with community schools. By working closely with local schools, both hospitals are fostering a stronger, healthier community.

ADDRESSING HIGH PRIORITY: FOOD SECURITY

GOAL	Advocate for and collaborate with internal and external partners to identify community members experiencing food insecurity and connect them to support services and CRC food distribution.
Strategy:	Utilize stakeholders' existing intake processes to identify those experiencing food insecurities and enroll/direct them to existing services and programs in-house as well as external partners.
Actions: Program/Activity/Tactic/Policy	
<ul style="list-style-type: none"> • Provide English/Spanish Community Services Resource Guide to local CBOs. • Advocate at city or county meetings to create a policy to automatically enroll all people who receive food subsidy into CalAIM. 	
FY 2024 YEAR TWO	
Track responses to questions quarterly and report out to all stakeholders. Collaborate with donors and organizations offering services/programs to track referrals and troubleshoot referral process when needed.	

COMMUNITY IMPACT Food Security SUMMARY

In 2024, Adventist Health White Memorial/White Memorial Montebello focused on addressing food scarcity issues within their community by providing the following activities and programs.

- Vive Bien members learned about best gardening practices, pest control, and were able to harvest organic grown fruits and vegetables at the community garden with over 300 participants.
- La Puente learning center and local schools participated in attending classes at our community garden learning about healthy foods, mental health, and community gathering with over 90 participants during the summer.
- Community Engagement: Pantry distribution at local schools (Bridge Street Elementary).
- 1,500 community members and Vive Bien class participants received a \$5 voucher for fresh fruits and vegetables on Thursday's Farmers' Market from the community center's food outreach efforts.
- Distributed 2,150 non-perishable food bags from the pantry.
- Over 620 pounds of food were harvested in our community garden.

In 2024, the Community Resource Center received a total of \$75,000 in food security grants which helped thrust the volume of distribution. This will help meet the high need for food security programs and services within the hospital and in the Boyle Heights community.

ADDRESSING HIGH PRIORITY: MENTAL HEALTH

GOAL	Advocate for and collaborate with internal and external partners to identify community members who may benefit from mental health programs and connect them to these programs.
Strategy:	Utilize partners' existing intake processes to identify those experiencing mental health barriers and enroll/direct them to existing services and programs in-house as well as external partners.
Action: Program/Activity/Tactic/Policy	
<ul style="list-style-type: none">• Provide English/Spanish Community Services Mental Health Resource Guide to local CBO.• Utilize Community Garden for classes.• Provide educational classes.	
FY 2024 YEAR TWO	
<ul style="list-style-type: none">• Track responses to questions quarterly and report out to all stakeholders.• Collaborate with donors and organizations offering services/programs to track referrals and troubleshoot referral process where needed.	

COMMUNITY IMPACT Mental Health SUMMARY

Adventist Health White Memorial and Adventist Health White Memorial Montebello worked to advocate for increased access to mental health programs in their community through the following:

- Café con pan program (How to manage grief and loss, forgiveness, strength exploration, stress management, and managing anxiety) increased in volume and participation. Over 460 community members participated in community classes in 2024.
- Welcome Baby Mental Health Support Services provided an average of 15 referrals per month with an average of seven persons per month receiving services.
- The Community Resource Center had an average of three mental health education classes per month with an average of 25 participants per month throughout 2024.
- Community members participate in walking to the community garden which provides a sense of “togetherness” and social learning, as well as mental health and well-being by gardening in the open air with sunshine and hands in soil creating.
- Adventist Health White Memorial and Adventist Health White Memorial Montebello increased classes at the community garden and increased awareness of the utilization of the garden for mental health and overall well-being.

ADVENTIST HEALTH COMMUNITY IMPACT IN THE NEWS:

[Sharing the Feast: Volunteers Bring Thanksgiving Turkeys to Needy Homes](#)

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 White Memorial. 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
Financial Stability
Food Security
Mental Health
Lower Priority Needs that will not be addressed directly by Adventist Health White Memorial and Adventist Health White Memorial Montebello due to limited resources, expertise and feasibility of viable interventions
Housing
Health Risk Behaviors
Health Conditions
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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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/white-memorial/about-us/community-benefit/>
<https://www.adventisthealth.org/montebello/about-us/community-benefit/>