



ADVENTIST HEALTH  
GLENDALE

YEAR ONE UPDATE, FY 2023  
Community Health  
Implementation Strategy

2023

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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 Glendale conducts a Community Health Needs Assessment (CHNA) every three years, with our most recent report completed in 2022. 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 Glendale intentionally developed a strategic plan to address the needs of our community.

In this Year One Update, FY 2023, Community Health Implementation Strategy also known as the Community Health Plan Update, FY 2023 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**

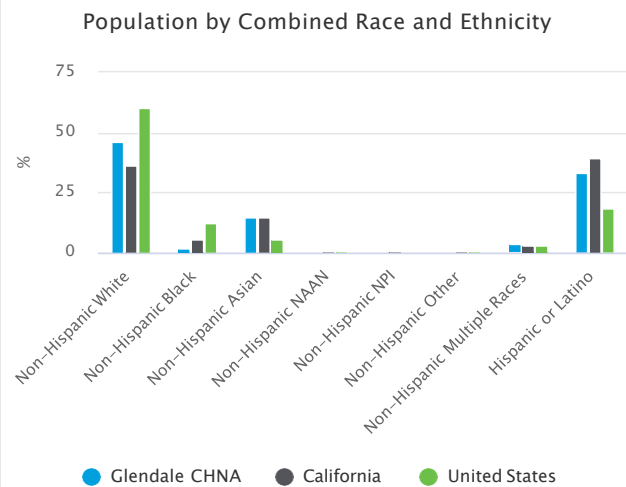
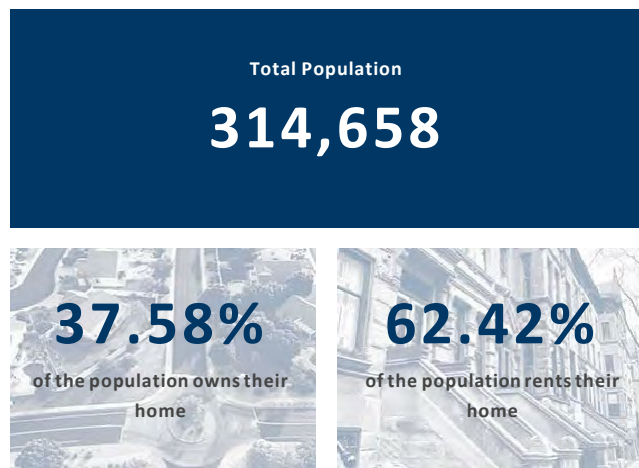
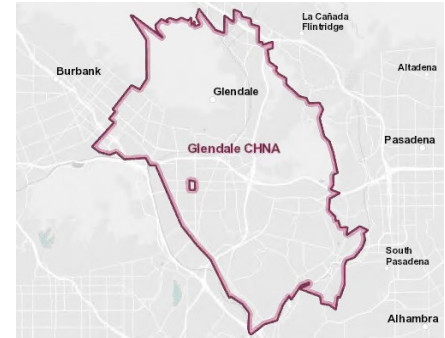
**Mental Health**

# Who We Serve

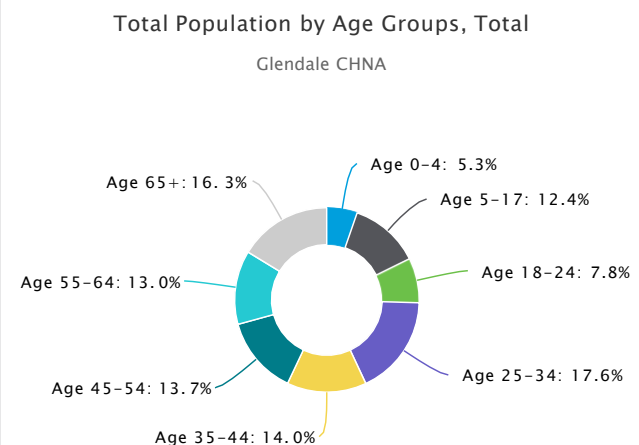
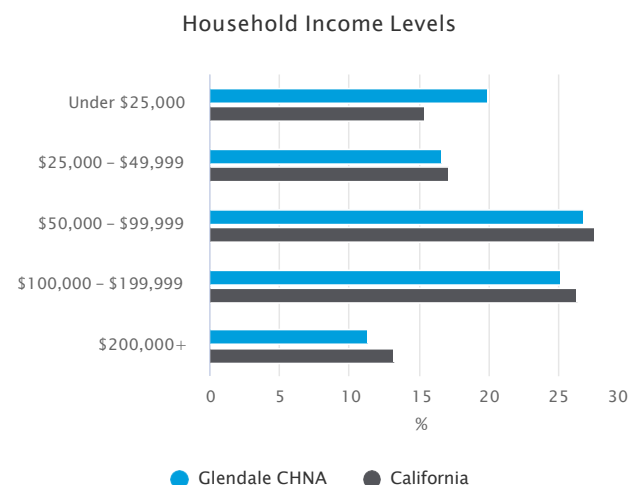
## DEMOGRAPHIC PROFILE

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: 90027, 90039, 90041, 90042, 90065, 91011, 91020, 91040, 91042, 91210, 91202, 91203, 91204, 91205, 91206, 91207, 91208, 91210, 91214, 91501, 91502, 91504.



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



# About Us

## Adventist Health Glendale

Although largely known by its adjacent 'City of Angels' neighborhood, Glendale is its own unique community with a rich array of shops, family-owned businesses, scenic hiking trails, and an endless variety of culturally diverse restaurants reflecting the area's Mediterranean influences.

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, neuroscience institute and comprehensive stroke center, 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 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 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 one, 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 2023.

# Action Plan for Addressing High Priority Needs

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

## ADDRESSING HIGH PRIORITY: ACCESS TO CARE

|             |                                                |
|-------------|------------------------------------------------|
| <b>GOAL</b> | Increase the number of primary care providers. |
|-------------|------------------------------------------------|

|                  |                                                                                                            |
|------------------|------------------------------------------------------------------------------------------------------------|
| <b>Strategy:</b> | Recruit, prepare, and place physician residents into family/primary care practice within the service area. |
|------------------|------------------------------------------------------------------------------------------------------------|

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| <b>Actions:</b><br>Program/Activity/Tactic/Policy                                                                                                                                                                                                                                                                                                                                 |
| Adventist Health Family Medicine Residency Program continues to provide evidence-based, broad-spectrum medical training to develop highly competent family medicine physicians. Adventist Health Glendale is located in the multi-ethnic, urban community of Glendale and the community-based program provides care for the special needs of our medically underserved community. |

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| <b>COMMUNITY IMPACT SUMMARY for Access to Care FY 2023</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <p>One to three residents attend and staff the Glendale Community Free Clinic along with an attending physician every other Tuesday evening for 4-5 hours. The Glendale Community Free Health Clinic is a nonprofit organization that serves low-income and uninsured patients only. They provide services for patients with cardiovascular disease, hypertension, high cholesterol, diabetes and thyroid related disorders.</p> <p>The Family Medicine Residency Program residents also staff the Glendale Community College Student Health Clinic, performs sports physicals to Glendale Unified School District students and are active members of Glendale Healthier Community Coalition.</p> <p>Adventist Health Glendale (AHGL) was proud to have eight residents graduate from our Family Medicine Residency Program in June 2023. Four residents will remain in the area to practice family medicine. Two residents will pursue an additional year of training and one resident will practice in northern California.</p> <p>AHGL promoted health care careers for community youth by participating in the Glendale Unified School District Career Day on October 7, 2023. Fifty students were counseled and informed about potential healthcare careers. AHGL was granted a HCAI Health Careers Exploration Program (HCEP) grant. The program is designed to strengthen the educational and social foundations by providing direct and indirect program support for underrepresented and/or disadvantaged individuals interested in pursuing healthcare careers.</p> <p>Additionally, Adventist Health Glendale offered free health care services to reduce illness and increase access to care for the underserved community in 2023.</p> <ul style="list-style-type: none"><li>• \$14,094 worth of insulin was provided to the Glendale Community Free Clinic for 15 persons.</li><li>• 239 charity prescriptions were dispensed by SMD (Satellite Medication Dispensing) totaling \$16,576.</li><li>• The Occupational Medicine Mobile Vaccination Program provided 200 free flu vaccinations.</li></ul> <p>Transportation support was provided as a means to increase access to health care services. AHGL provided over \$172,000 in transportation and ambulance services for patients who could not afford transportation to obtain health care.</p> <p>In partnership with the Armenian American Medical Society, Adventist Health Glendale participated in the 12<sup>th</sup> Annual Glendale Health Festival. This annual event provides health care services to the uninsured or underinsured in the community. Approximately 100 people were served with cardiology and pharmacy services.</p> |
| <b>ADVENTIST HEALTH COMMUNITY IMPACT IN THE NEWS:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <u>Family Medicine + Pharmacy Residency Graduation</u>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <u>Family Medicine Residency Program Celebrates 50-Year Anniversary</u>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |

## ADDRESSING HIGH PRIORITY: HEALTH CONDITIONS

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|-------------|-------------------------------------------------------------------------|
| <b>GOAL</b> | Reduce the rate of heart disease, related conditions, and risk factors. |
|-------------|-------------------------------------------------------------------------|

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|------------------|------------------------------------------------------------------------------------------------------------------------------|
| <b>Strategy:</b> | Offer a range of education, screening, healthy lifestyle, condition management, and preventive services in the service area. |
|------------------|------------------------------------------------------------------------------------------------------------------------------|

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| <b>Actions:</b>                                                                                                                                                                                                                                                                                                                                                        |
| Program/Activity/Tactic/Policy                                                                                                                                                                                                                                                                                                                                         |
| Go Heart Wellness Program — a free, community-based program offered by Adventist Health Glendale with collaboration from a wide range of community partners. The program includes a variety of fitness, nutrition, education, and other activities, through a range of events; with the intention of connecting individuals to local services for their ongoing needs. |

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| <b>COMMUNITY IMPACT SUMMARY for Health Conditions in FY 2023</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <p>Go Heart program launched first full year of operation in 2023 offering 21 free health and fitness events and participation of 792 community members. Events included: monthly yoga in the park, sound baths, garden events, Zumba classes, and trail hikes. The Monthly Go Heart newsletter was sent out to 450 community members. In addition to the monthly newsletter, this year, Go Heart utilized Meetup, and Eventbrite platforms to publicize events to the community. The program focuses on heart health awareness, preventing heart disease and related illnesses.</p> <p>Live Well Senior Program is a free comprehensive wellness program tailored to help those over age 60 maintain a healthy lifestyle. The program provides dynamic programming with fitness classes, educational webinars with physician speakers, virtual bingo classes, and support groups to promote an optimum level of vibrancy and connection. Weekly e-newsletters are sent out to provides an overview of what Live Well events are planned for the coming week. The e-newsletter has over a 60% open rate each week. Program has over 2,000 members, 1,600 members use email.</p> <ul style="list-style-type: none"><li>• Five weekly fitness classes to promote health. Classes meet in-person and online. Senior fitness classes focus on balance, stretching, staying fit and martial arts. Over 4,850 attended in 2023 with an average of 30 people per class.</li><li>• Free quarterly educational seminars and health awareness events were provided to our senior community. Topics included Stroke Awareness – Dr. Lance Lee and Dr. Yaser Badr; Heart Health – Dr. Harry Balian and Dr. Amirreza Solhpour; Runny Noses – Dr. Hrair Koutnouyan; Advance Directive – Dr. Jack Yu; and Obesity Health Risks and the Medical Therapies - Dr. Noah Swann. 515 senior community members attended.</li><li>• Two five-week series, Cal Fresh Nutrition (February and July) were offered to promote healthy eating for seniors. Cal Fresh demonstrated healthy cooking techniques, proper portion size, what to look for when reading food labels, and easy ways to stay active. 160 senior community members participated.</li><li>• Partnering with the Alzheimer’s Association California Southland Chapter we offered seven educational seminars for senior community members caring for a family member with dementia or Alzheimer’s. Seminars focused on caregivers’ needs, understanding the behaviors of someone with dementia, informing friends and family visitors about what to say and not to say, and effective caregiver skills and strategies to cope with caring for someone with dementia. 131 senior community members participated.</li></ul> <p>Free and low-cost educational health care and support groups that were open to the community included: Sidewalk CPR, Cane and Walker Talk, Baby Care Basics, Breastfeeding, Infant Safety &amp; CPR, Maternity Tours, One-Day Childbirth Prep Class, and Breastfeeding Bistro (Virtual). Four hundred and two community members participated in 79 events.</p> <p>After a three-year hiatus due to the pandemic, City of Glendale Community Services and Parks, brought back the popular Senior Street Fest and 90+ Birthday Celebration! The Live Well Senior Program provided information on free fitness, health education, and nutrition events the program offers. Over 200 seniors attended the event.</p> |

A free weekly loss and grief support group: Let's Talk, is a loss support group offered by the Beyond Loss Program. The group provides a space for community members to process loss and grief. Adventist Health's Beyond Loss Grief Support Program is based at Adventist Health Glendale and in 2023 became available at all Adventist Health hospital communities. 221 meetings were held with over 1000 attending.

A weekly diabetes education class provided individuals with skills and knowledge to manage the condition. 100 participants attended the program.

Adventist Health Glendale participates as a hospital representative on City of Glendale's Senior Services Committee. The committee was formed at the request of city council members to support and service our senior community. One hospital representative meets quarterly with the committee.

Adventist Health Glendale works very closely with Glendale Healthy Community Coalition to identify community health needs and discuss solutions to help meet some of those needs. Go Heart program lead and director of Family Medicine Residency Program represent the hospital on these community committees.

#### **STRATEGY THAT CHANGED DURING THE YEAR:**

Go Heart program management is now part of Business Development's Live Well Community Programs.

#### **ADVENTIST HEALTH COMMUNITY IMPACT IN THE NEWS:**

Eating Well and Staying Active

Beyond Loss Program Launched Systemwide

## ADDRESSING HIGH PRIORITY: MENTAL HEALTH

|             |                                                                                                         |
|-------------|---------------------------------------------------------------------------------------------------------|
| <b>GOAL</b> | Improve mental health awareness, access to resources, and outcomes for different populations and needs. |
|-------------|---------------------------------------------------------------------------------------------------------|

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|--------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Strategy 1:</b> | Enhance student awareness and access by supporting school wellness centers, implementing a communications and engagement strategy, and connections to resources and services. |
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| <b>Actions:</b><br>Program/Activity/Tactic/Policy                                                                                                                                                                                                                                                                     |
| A partnership with Glendale Unified School District (GUSD), 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. |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
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| <b>COMMUNITY IMPACT SUMMARY for Mental Health in FY 2023</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Adventist Health Glendale Foundation provided funding for wellness rooms in our schools. These rooms provide a place for students to connect with peers, express their concerns and learn to build their own support team utilizing teachers, coaches, parents, or peers. Wellness rooms are now completed at four GUSD high schools and four middle schools. Four hundred and thirty students have used the wellness room resources. The Glendale Unified School District has a Wellness Services department to address mental health issues and promote student success. |
| <b>STRATEGY THAT CHANGED DURING THE YEAR:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| To promote mental health, Wellness Rooms have been built at local high schools and middle schools. Follow-up support services are managed by GUSD's Student Wellness Services department. Adventist Health Glendale did not provide standardized questionnaire to identify individual student needs.<br><br>New leadership at GUSD appointed in 2023.<br><br>Adventist Health Glendale meets with Glendale Healthy Community Coalition to identify mental health needs in the community and work with community partnerships address those gaps.                           |

|                    |                                                                    |
|--------------------|--------------------------------------------------------------------|
| <b>Strategy 2:</b> | Homelessness/Housing Navigation program in Behavioral Health Unit. |
|--------------------|--------------------------------------------------------------------|

|                                                                                                                                                                              |
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| <b>Actions:</b><br>Program(s)/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. |

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| <b>COMMUNITY IMPACT SUMMARY for Mental Health in FY 2023</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| The homeless navigation case worker screened 160 unhoused patients and had 57 unhoused patients accepting discharge to one of the hospital's community partners.<br><br>Case workers educate and engage landlords in the community to accommodate housing needs. Some patients leave the residents after move-in due to mental health issues, this causes relationships between case worker and landlords to become strained. Addressing the mental health component is key for someone to successfully exit from homelessness. |

Behavioral Health staff met monthly with National Alliance on Mental Illness (NAMI) to discuss best practices for families when a family member is coping with mental illness. As a result, Adventist Health Glendale can provide better support services to meet the specific needs of the family unit.

Behavioral Health Unit collaborates with outside community services, community-based organizations, and other resources to build and maintain a network of support for unhoused patients. The case worker advocates for the patients during their transition to a facility and once they leave the hospital. Community resources include:

- Ascencia Glendale
- City of Glendale Continuum of Care (COC)
- City of Glendale Homeless Housing, Assistance and Prevention (HHAP)
- FreeHAB
- HOLA Recuperative Care
- Horizons Recuperative Care
- National Alliance on Mental Illness (NAMI)
- National Health Foundation
- REACH.gov
- SSG Florence House CRTR
- Salvation Army, Community Integration Services
- TELECARE Citrus House

#### **SUPPLEMENTAL PROGRAMS IN 2023**

In our commitment to providing comprehensive, mental health care to our community, Adventist Health Glendale has developed the Inpatient Psychiatrist Program. This program will address specialized care for individuals facing acute psychiatric challenges. This program will launch in February 2024 and offer tailored treatment plans to patients requiring intensive psychiatric care in our Emergency Department, Inpatient Units, and the Behavioral Health Unit.

Initially the Homeless Navigation Program was funded by Homeless Housing Assistance and Prevention (HHAP) II Grant through June of 2023. The program is currently funded by the hospital's Behavioral Health Unit and Emergency Department. Services include housing placement, clothing, food, health care, jobs, and follow-up visits in collaboration with our community partners.

Adventist Health Glendale Behavioral Health Unit staff donated clothing and other items for homeless discharge patients.

#### **ADVENTIST HEALTH COMMUNITY IMPACT IN THE NEWS:**

[Behavioral Health Unit joins NAMI for Walk and Mental Health Festival](#)

[Ascencia Fundraiser to Lift people out of Homelessness](#)

[Mr. Williams Spring Appeal](#)

#### **AH Glendale Additional Narrative:**

Other programs/activities in FY 2023

##### **Community Building Activities**

Adventist Health Glendale has demonstrated a strong commitment to community impact through its partnership with various nonprofit organizations. These collaborations align with the hospital's mission and priorities identified in the hospital's 2022 Community Need Assessment. In 2023, Adventist Health Glendale collaborated with these organizations to offer programming, services, cash contributions or in-kind donations. These community partnerships help to protect or improve the health and safety of our community by promoting activities to strengthen the community's capacity to promote the health and well-being of its residents.

Some of our partners include:

- City of Glendale Continuum of Care (COC)
- Glendale Healthy Community Coalition
- YMCA of Glendale & Pasadena
- Los Angeles County Emergency Medical Services Agency
- Los Angeles Homeless Services Authority

**Workforce Development**

- Adventist Health Glendale continued its partnership with COPE Health Scholars in 2023 to provide workforce development for local students to gain firsthand experience in clinical and administrative health care 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.

# 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 2023. 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 Conditions                                                                                                                                                        |
| Mental Health                                                                                                                                                            |
| <b>Lower Priority Needs that will not be addressed directly by Adventist Health Glendale due to limited resources, expertise and feasibility of viable interventions</b> |
| Housing                                                                                                                                                                  |
| Health Risk Behaviors                                                                                                                                                    |
| Community Safety                                                                                                                                                         |
| Food Security                                                                                                                                                            |
| Environment & Infrastructure                                                                                                                                             |
| Inclusion and Equity                                                                                                                                                     |
| COVID                                                                                                                                                                    |
| Education                                                                                                                                                                |
| Community Vitality                                                                                                                                                       |
| Financial Stability                                                                                                                                                      |



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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(818) 409-8000  
[www.adventisthealth.org](http://www.adventisthealth.org)



Thank you for reviewing our Year One Update, FY 2023, Community Health Implementation Strategy. 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.

**Alice Issai, MBA**  
Adventist Health Glendale