

Adventist Health White Memorial

2019 Community Plan Update/ Annual Report



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Adventist Health Overview

Adventist Health White Memorial is an affiliate of Adventist Health, a faith-based, nonprofit integrated health system serving more than 80 communities on the West Coast and Hawaii.



OUR MISSION:

Living God's love by inspiring health, wholeness and hope.

OUR VISION:

We will transform the health experience of our communities by improving health, enhancing interactions and making care more

Adventist Health entities include:

- 21 hospitals with more than 3,200 beds
- More than 280 clinics (hospital-based, rural health and physician clinics)
- 13 home care agencies and seven hospice agencies
- Four joint-venture retirement centers
- Compassionate and talented team of 35,000 includes associates, medical staff physicians, allied health professionals and volunteers

We owe much of our heritage and organizational success to the Seventh-day Adventist Church, which has long been a promoter of prevention and whole person care. Inspired by our belief in the loving and healing power of Jesus Christ, we aim to bring physical, mental and spiritual health and healing to our neighbors of all faiths. Every individual, regardless of his/her personal beliefs, is welcome in our facilities. We are also eager to partner with members of other faiths to enhance the health of the communities we serve.

Our commitment to quality health care stems from our heritage, which dates back to 1866 when the first Seventh-day Adventist health care facility opened in Battle Creek, Michigan. There, dedicated pioneers promoted the "radical" concepts of proper nutrition, exercise and sanitation. Early on, the facility was devoted to prevention as well as healing. They called it a sanitarium, a place where patients—and their families—could learn to be well.

More than a century later, the health care system sponsored by the Seventh-day Adventist Church circles the globe with more than 170 hospitals and more than 500 clinics, nursing homes and dispensaries worldwide. And the same vision to treat the whole person—mind, body and spirit—continues to provide the foundation for our progressive approach to health care.

Letter from the President



Dear Friends and Colleagues,

As President of Adventist Health White Memorial, I would like to thank you for your interest in the health of our community and allowing our organization, as part of Adventist Health, to be a partner in an effort to improve the health of our population. The passage of the Affordable Care Act has highlighted the importance of understanding our community's needs and in turn designing new and innovative approaches to improve the health of our population with a significant emphasis on community-based prevention. The recent surge in COVID-19 is another reminder of the importance of understanding our community's needs and working collaboratively to address such health disparities.

It is my pleasure to share our current Community Health Plan with you.

Improving community health requires expertise and engagement beyond the hospital campus and beyond the health sector. It requires the wisdom of everyone in our community. We are committed to finding innovative ways to work with all sectors of our community to ensure our community health interventions are systematic and sustained.

We call upon you to imagine a healthier region and invite you to work with us in implementing the solutions outlined in this report. Help us continue to prioritize your health concerns and find solutions across a broad range of health needs. We look forward to our journey together and thank you for your interest in creating a healthier community for everyone.

A handwritten signature in black ink, appearing to read "John G. Raffoul".

John G. Raffoul, DPA, FACHE

President.

Hospital Identifying Information



Number of Beds: 353

Mailing Address:

1720 East Cesar E. Chavez Avenue
Los Angeles, CA 90033

Contact Information: Mark Ishikawa; System Director of Community Integration (916) 406-1857
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Existing healthcare facilities that can respond to the health needs of the community:

- Adventist Health Pacific Rim Cardiology
- Boyle Heights Medical Clinic
- Cecilia De La Hoya Cancer Center
- Center for Limb Preservation / Advanced Wound Care
- High-Risk Outpatient Clinic
- Kerlan Jobe White Memorial Orthopedic Clinic
- Oscar De La Hoya Labor and Delivery Center

Community Health Development Team



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Request a paper copy from Administration/President's office. To provide comments or view electronic copies of current and previous community health needs assessments go to: <https://www.adventisthealth.org/about-us/community-benefit/>

Invitation to a Healthier Community

Fulfilling the Adventist Health Mission

Where and how we live is vital to our health. We recognize that health status is a product of multiple factors. To comprehensively address the needs of our community, we must take into account health behaviors and risks, the physical environment, the health system, and social determinant of health. Each component influences the next and through strategic and collective action improved health can be achieved.

The Community Health Plan marks the second phase in a collaborative effort to systematically investigate and identify our community's most pressing needs. After a thorough review of health status in our community through the Community Health Needs Assessment (CHNA), we identified areas that we could address through the use of our resources, expertise, and community partners. Through these actions and relationships, we aim to empower our community and fulfill our mission, "Living God's love by inspiring health, wholeness and hope."

Identified Community Needs

The results of the CHNA guided the creation of this document and aided us in how we could best provide for our community and the most vulnerable among us. As a result, **White Memorial Medical Center** has adopted the following priority areas for our community health investments for 2017-2019:

- Access to healthcare and education
 - ✚ Intervention efforts include maternal and child health, workforce development, and senior care
- Chronic disease management
 - ✚ Intervention efforts to include diabetes, asthma, cardiovascular, respiratory illness, and access to healthy foods
- Mental health and substance abuse services

Additionally, we engage in a process of continuous quality improvement, whereby we ask the following questions for each priority area:

- Are our interventions making a difference in improving health outcomes?
- Are we providing the appropriate resources in the appropriate locations?
- What changes or collaborations within our system need to be made?
- How are we using technology to track our health improvements and provide relevant feedback at the local level?
- Do we have the resources as a region to elevate the population's health status?

Building a healthy community requires multiple stakeholders working together with a common purpose. We invite you to explore how we intend to address health challenges in our community and partner to achieve change. More importantly though, we hope you imagine a healthier region and work with us to find solutions across a broad range of sectors to create communities we all want for ourselves and our families.

2019 Community Benefit Update

In 2016, Adventist Health White Memorial, conducted a community health needs assessment and was followed by a 2017 Community Health Plan (Implementation Strategy) that identified the priority needs listed below. The prioritized needs were chosen based on community health data and the voices of our community. Working together with our community is key to achieving the necessary health improvements to create the communities that allow each member to have safe and healthy places to live, learn, work, play, and pray. Below you will find an inventory of additional interventions supporting the health of our communities.

Priority Need - Access to healthcare and education

- Intervention efforts to include maternal and child health, workforce development, and senior care

Interventions

- Provide more opportunities for mothers and children in our community to have access to health care and services to improve health and health outcomes.
- Provide pathway programs to increase the diversity of the healthcare workforce by providing mentorship, academic enrichment, leadership development, and career exposure to disadvantaged and minority youth.
- Increase senior's access to and use of health promotion programs and healthcare services, incorporating culturally relevant health workshops, fitness classes, and positive social activities to improve quality of life.
- Provide access to community health and wellness programs and resources, and provide education on health, nutrition, and wellness on campus and at local schools and community organizations.

Interventions Description Partners	Number Served	Impact/Measures of Success/Outcomes
<p>Healthy Eating Lifestyle Program (H.E.L.P.) - Program that educates children and their families on proper nutrition for overweight children to prevent or lessen the effects of weight related health issues: Diabetes, Obesity, etc. American Diabetes Association; California State University Los Angeles</p>	387	Program enrollment and participation were consistent; 74% of the children and 80% of the adult participant's had success by maintaining or reducing their BMI.
<p>JumpStart Program - A school based nutritional program for elementary age children teaching them the importance of making healthy nutritional choices and offered simple ways to increase their physical activity having fun. American Diabetes Association; White Memorial Adventist Academy; 2nd Street Elementary School</p>	120	Program participants based on pre and post test questions completed after each session, increased their knowledge for 60% to 90%

Priority Need - Access to healthcare and education (continued)

Interventions Description Partners	Number Served	Impact/Measures of Success/Outcomes
<p>Welcome Baby Program - Outreach Program provided for expectant mothers in our community to educate, support, provide home wellness visits, and connections to resources in the community. First5LA; Women Infant Children (WIC) Program; Baby2Baby</p>	1,021	Program participation increased by 27% from parents in our underserved community; there were 6,052 encounters.
<p>We Care Baby Care Class - Teaches the importance the home environment has on infants as they develop and teaches basic infant care to new and inexperienced parents from our community. Baby-Friendly USA</p>	116	Expectant parents participated in the free classes which are taught in English and Spanish for our community. Participation increased by 41%
<p>Childbirth (Lamaze) Class - Free Classes that educate expectant mothers from the community on safe and effective childbirth techniques. Baby-Friendly USA</p>	370	Parents participated in the one-day class and class series; all are taught in Spanish and English. Participation increased by 11%
<p>Natural Nursing - Breastfeeding Class - Teaches new mothers in our community proper breastfeeding technique to promote infant health and development, and the Lactation Clinic provides additional support to mothers experiencing problems. Baby-Friendly USA</p>	105	Participation decreased by 50%; classes are taught in Spanish and English for our community.
<p>Infant CPR and Safety - Safety class that educated new parents on life saving techniques for infants, proper use of car seats, and tips on home safety. Baby-Friendly USA</p>	58	Participation decreased by 30%; parents from our community participated in the Spanish and English classes.
<p>Maternity Orientation and Tours - Tours are provided throughout the week for parents in Spanish and English from our community providing information about health and wellness; each participant is provided a free gift bag, calendar for Family Focus educational classes, and information on the Welcome Baby Program. Baby-Friendly USA</p>	1,092	Participation decreased by 13%; 182 tours were conducted in 2019.
<p>Rainbow Children's Center - Certified and accredited childcare center for children ages 0-5, available at no cost or sliding scale fee based on income to community members and hospital staff. Mexican American Opportunity Foundation (MAOF)</p>	154	A group of 15-20 parents or caregivers attend monthly parent meetings and participate with the onsite children's lending library.

Priority Need - Access to healthcare and education (continued)

Interventions Description Partners	Number Served	Impact/Measures of Success/Outcomes
<p>Cleft Palate Education and Outreach - Educational program for parents, caregivers and families of children diagnosed with cleft lip palate; information provided includes what a diagnosis means, problems that may be encountered such as problems with feedings, ear infections, dentition and speech, bullying, and resources about and treatment options for cleft lip and Palate, follow-up care, and oral hygiene.</p>	336	Parents and caregivers participated.
<p>Pediatric Mobile Dental Clinic - During the summer a free mobile dental clinic for children ages 1 to 18 years from the community was provided. Children receive dental screenings and dental procedures including fillings, crowns, tooth extractions and dental sealants. QueensCare; Ostrow School of Dentistry of USC</p>	395	There were 710 dental office visits to the trailer.
<p>School Based Community Education, Outreach and Health Screenings - Provide free pre-participation physical assessments for local high school students; provide medical support at community youth sporting events; conduct health screenings; provide classroom education on health topics and educate parents at PTSA meetings. Bishop Mora Salesian High School; Lincoln High School; Long Beach Polytechnic High School; Boyle Heights Wolfpack; AYSO Soccer; Hollenbeck Youth Center.</p>	540	Parents and school coaches receive education on staying hydrated for athletes, injury prevention, and nutrition for athletes, and when the student athlete may need to be taken to the hospital.
<p>Workforce Development and Career Prep - Presentations to students at local schools to learn about health careers, shadow programs provided to interested students and mentorship for students to learn about health careers. AHWM Educational Partners include public schools; private schools; and alternative schools. A comprehensive list of schools is located in Appendix A – Community Resources for our 2016 CHNA, and includes: Garfield High School; Applied Technology Center High School; Franco Bravo Medical Magnet High School; Felicitas and Gonzalo Mendez High School; Roosevelt High School; Bishop Mora Salesian High School; Oscar De La Hoya Amino Charter High School; Schurr High School; Alliance Morgan McKenzie High School</p>	703	Local high school students participated in health career presentations and summer shadow programs. Increased engagement of students of over 300%

Priority Need - Access to healthcare and education (continued)

Interventions Description Partners	Number Served	Impact/Measures of Success/Outcomes
<p>TELACU Nursing Program – Provides opportunity to community members to train in nursing to better serve the community; providing culturally sensitive and competent-in language care. TELACU Education Foundation; Rio-Hondo College; East Los Angeles Community College; California State University Los Angeles</p>	11	Nurses from the community participated in the program; 100% receive their RN licensure and many of the TELACU nurses are pursuing advanced degrees.
<p>COPE Health Extenders Program - Undergraduate students participate in allied health profession internship program. COPE Health Scholars</p>	193	Health scholars completed rotations at AHWM in 2019.
<p>Other Health Professionals - Provide student internships and mentorship to undergraduate, bachelor, masters, and doctoral level students from the community enrolled at colleges and universities including Nursing, EMT, CLS and Phlebotomy, Radiology, Surgery, Rehabilitation, Social Work, Psychology, Nutrition and Dietetics, Public Health, Respiratory, Child Life, Health Care Administration. AHWM Educational Partners include colleges and universities. A comprehensive list of schools is located in Appendix A – Community Resources for our 2016 CHNA, and includes: East Los Angeles Community College; CSULA; CSUN; West Coast University; Pasadena City College; USC; UCLA; PLATT Community College; CSUDH; RioHondo College; Azusa Pacific University</p>	1458	Provided supervision and training focusing on providing culturally competent care in underserved communities.
<p>Continuing Medical Education Seminars, Nursing Education Workshops, and Research Symposiums – Educational seminars and workshops are provided throughout the year for affiliated providers , allied health professionals, nurses and community health professionals; topics focus on various issues relating to quality of care, research, evidence-based practices for disease specific topics, palliative care, bioethics topics; educational updates, and address practice in the context of cultural and linguistic needs of the population in our service area.</p>	990	Educational objectives are defined and provided for all seminars, workshops and symposiums; CME and CEU credits are available and provided to participants that complete the requirements.

Priority Need - Access to healthcare and education (continued)

Interventions Description Partners	Number Served	Impact/Measures of Success/Outcomes
<p>Senior Wellness - Wellness classes for senior community members including wellness topics, health screenings, activities and workshops, medication counseling, nutrition education and healthy food choices, caregiver support, arts and crafts, computer education, ESL classes; oral health, and knitting club. Wellness programs are in partnership with YMCA to promote fitness.</p> <p>Mexican American Opportunity Foundation (MAOF); Weingart East Los Angeles YMCA; St. Barnabas Senior Services (SBSS) Echo Park Senior Center; Southeast-Rio YMCA Maywood; State Street Recreation Center; American Diabetes Association; Kidney Smart; American Heart Association; Alzheimer's Association, Breathe LA, Center for Partially Sighted.</p>	5360	5,118 seniors from our community are enrolled in the AHWM Vive Bien Senior Wellness program at three locations and participate in monthly health improvement activities and workshops.
<p>Senior Wellness Monthly Calendar – A monthly newsletter that includes health articles, senior wellness program updates, and social activities and events for seniors in our community.</p>	14,530	Monthly newsletters mailed and distributed to the community.
<p>Senior Exercise and Strengthening Classes – Free weekly exercise classes to improve coordination and strength for seniors are provided including: Zumba; Chair Yoga, Stretch & Tone, Folklorico Dance, Tai Chi, Weight Training, Gentle Aerobics, Aqua Aerobics, Latin Dance and exercise for Arthritis and Strengthening.</p> <p>Weingart East Los Angeles YMCA; St. Barnabas Senior Services (SBSS) Echo Park Senior Center; Southeast-Rio YMCA Maywood</p>	16,637	Seniors from our community participated in exercise and strengthening classes.
<p>Access to Health Insurance Information – Provided information and enrollment assistance for the community; health insurance options include Medicare, Covered California, and Medi--Cal.</p>	1791	Provided counseling sessions to 1791 individuals resulting in 327 enrollments

Priority 2 - Chronic Disease Management

- Intervention efforts to include diabetes, asthma, cardiovascular, respiratory illness, and access to healthy foods

Interventions

- Provide access to culturally relevant community health and wellness programs and resources, to promote and provide education on health, nutrition, and wellness on campus and throughout the community.
- Educate the community on how to prevent chronic diseases by reducing risk factors.
- Provide access to healthy food through farmers’ markets, garden-based education, prepared meals and support physical activity in the community and at schools.

Interventions Description Partners	Number Served	Impact/Measures of Success/Outcomes
Diabetes Education and Outreach - Community outreach education programs that support those who have been diagnosed with diabetes or are at-risk for diabetes helping them and their families manages their diabetes American Diabetes Association	614	Participants in diabetes education programs; 80% of adults who were diagnosed with diabetes and participated in the educational classes lowered their HbA1c.
Free Glucose Screenings – Free screenings for those who might be at risk for diabetes; offered to the community.	466	Provided free glucose screenings during Diabetes Alert Day and at community health fairs.
Gestational Diabetes Education Program that educates pregnant women with pre-existing diabetes or who have developed diabetes during pregnancy providing tools for a healthy pregnancy and teaches skills to prevent Type 2 diabetes. American Diabetes Association	357	80% of the participants attending at least one of the gestational diabetes self-management education classes delivered normal weight babies.
Breast and Cervical Cancer Education, Screening, and Outreach Programs - Free cancer screening offered to the community at health fairs, community clinics, and mobile screening events. National Cancer Breast Foundation’ CA Every Woman Counts Program; Susan G. Komen-Los Angeles County	384	Participants at community screenings and education events.
Close the Gap Health Care Screenings - Provide cardiology health risk assessments and screenings in the community and culturally relevant information and education Alliance Morgan McKenzie High School; Maywood YMCA; Montebello YMCA	290	Risk assessments and follow-up screenings were provided; for cholesterol and glucose; blood pressure, and body mass index.

Priority 2 - Chronic Disease Management (continued)

Interventions Description Partners	Number Served	Impact/Measures of Success/Outcomes
<p>Boyle Heights 5K Run/Walk & Munchkin Run - Participate as primary partner in the annual Boyle Heights event to promote respiratory health and wellness in the community. Hollenbeck LAPD; Boyle Heights Neighborhood Council</p>	72	We also participate in the Community Health Fest promoting Healthy Food, Art, and Physical Fitness Activities and provide items for the gift bags.
<p>Community Health Fairs and Screenings - Community members participate in multiple health fairs sponsored by Adventist Health White Memorial at community sites that provides free health screenings, nutritional counseling, blood pressure screenings (Higi Machine), dental screenings, exercise and fitness runs, and health education information. Seventh Day Adventist Churches; St. Mary’s Catholic Church; Resurrection Catholic Church; Evergreen Elementary School; Second Street Elementary School; AltaMed Health Services; Consulate of Mexico in Los Angeles; YMCA Metropolitan Los Angeles; Homeboy Industries and other community organization partners</p>	990	Sponsored and participated in multiple community health fairs; community health festivals; resource fairs; and community family fiestas.
<p>LivingWell Fair with Farmer’s Market – Once a week a farmer’s market and living well fair is sponsored by AHWM for the community with Fresh Fruit and Vegetable vendors, healthy food and refreshment vendors; and a Wellness Tent where there are healthy recipes, fitness activities, diabetes screenings, flu shots, and educational information and resources to health. Champions for Change – Network for a Healthy California; DPSS Community Outreach and Health & Nutrition Mobile Unit for CalFresh; Los Angeles County Department of Public Health Nutrition and Physical Activity Program</p>	24,000	Each week 20 tents are used by vendors promoting the AHWM Farmer’s Market, rain or shine. Monthly we provide enrollment for the CalFresh Program (Better Food for Better Living) and all the vendors accept EBT cards.
<p>CalFresh Program – Provides nutrition assistance to our underserved community, focusing on healthy foods for the whole family. Los Angeles County, Department of Social Services; Mexican American Opportunity Foundation</p>	320	Community members screened in 2019.



OUR MISSION:
 Living God’s love by inspiring health,
 wholeness and hope

Priority 2 - Chronic Disease Management (continued)

Interventions Description Partners	Number Served	Impact/Measures of Success/Outcomes
<p>Healthy Cooking Education, Free Fruit, and Healthy Snack and Beverage Vending Machines – Throughout the year AHWM provides healthy cooking demonstrations with recipes and tasting; information on how to eat healthy on a budget; free apples are available daily and a variety of fruit is provided every Friday; and vendors follow guidelines for the 10 vending machines placed throughout the AHWM campus including nutritional standards for calories, serving size, fats, amount of sugar, sodium per serving, dietary fiber, juices must be 100% fruit or vegetable no added sweeteners, standards for low calorie or diet sodas, and amount of caffeine.</p>	6500	<p>Community members learned recipes for Healthy Harvest Vegetables; about sodium in the diet and its effect on blood pressure; added sugar in the diet; creating a weekly grocery game plan; and informational handouts from ChooseMyPlate.gov</p>
<p>Community Garden –Urban Farm – AHWM has a fenced garden with 23 irrigated raised garden beds for community use, a wash table for produce, aquaponics system and canopied program area. Variety Boys and Girls Club; LA’s Best;</p>	477	<p>Children participants, every week, attend their planting beds to learn about gardening and nutrition. Senior participants monthly learn Gardening 101.</p>
<p>Community Information Center Food Pantry – Community members that were identified as food insecure were given a food pantry bag that contained grains, can food and a basic supply of toiletries</p>	58	<p>Each person who received a bag filled out a health risk assessment to be identified as food insecure.</p>

Priority 3 – Mental Health and Substance Abuse Service

Interventions

- Train providers in mental health screening and awareness based on the Mental Health First Aid program.
- Support opportunities to prevent and reduce the misuse of drugs and alcohol.
- Provide access to programs or services that improve overall social/emotional wellness.

Interventions Description Partners	Number Served	Impact/Measures of Success/Outcomes
<p>Breast Cancer Support Groups - Weekly support groups open to the community, in English and Spanish, for women diagnosed with breast cancer, and for their families to help improve their quality life.</p> <p>American Cancer Society; Cancer Support Center – Benjamin Community; Susan G. Komen-Los Angeles County</p>	290	Women and their families participated in the weekly breast cancer support group, the stress reduction group, and Look Good Feel Better monthly class.
<p>Cleft Palate Support Group – Monthly Support Group for families affected by Cleft Palate, which includes discussions on anti-bullying, self-esteem; provides life and social skills; and social interaction.</p> <p>SmileTrain</p>	336	Parents, caregivers, and children participate in the support group.
<p>Little Angels of White Memorial Support Group and Outreach - A monthly support group for families to help cope and heal from pregnancy loss; annual community candle lighting; butterfly release; and walk to remember.</p>	380	Families participated in the support group and activities bringing the community together to heal.
<p>Homeless Outreach Women and Children - Workshops on health, beauty, and wellness to homeless and battered women; topics focus on Breast Cancer Prevention, Heart Attack Prevention, Diabetes Update and Food Intake, Stroke Prevention, and Promoting Self-Esteem-Confidence Class.</p> <p>House of Ruth</p>	189	Women participated in the monthly programs.
<p>Vive Bien Mental Health Seminars – Mental Health workshops are provided for seniors on anxiety disorders, depression, grief and loss, drugs and alcohol, domestic violence, and suicide prevention.</p> <p>Los Angeles County Department of Mental Health</p>	3,588	Workshops are provided by promotoras from the Los Angeles County Department of Mental Health on a variety of topics.
<p>Circle of Life/Narcotics Anonymous Meeting Support – Group meetings for recovering men and women from the community.</p> <p>White Memorial SDA Church; Greater East Los Angeles Narcotics Anonymous</p>	4,160	Program participants participate in weekly meetings.

Other Community Benefits

Interventions

- Maintain and develop partnerships with community-based organizations to work together to touch lives every day in our community and guide them on-board life's train to success.
- Continue development, distribution and communication of health care information to respond to the needs of the local community.

Interventions Description Partners	Number Served	Impact/Measures of Success/Outcomes
<p>Backpacks, Clothes, and Food for Homeless School Age Children and their Families - Homeless children and their families are provided backpacks with school supplies, groceries, clothing, books, treatment for head lice, blankets, and holiday stockings and gifts.</p> <p>2nd Street Elementary School</p>	971	Working with the school social worker and staff, 85,000 pieces of clothing were distributed.
<p>Homeless Outreach - Each month we provide hot meals and support to the homeless men and women at the Dolores Mission.</p> <p>Proyecto Pastoral Dolores Mission</p>	875	Provided home cooked meals to homeless men and women in our community.
<p>Homeless Outreach Under the Bridges - Distribute clothes, food, and water to community residents in need; health screenings and medical Q&A with physician and nurse provided.</p>	115	Homeless men and women were provided services including flu shots and other preventative care.
<p>Gang Intervention – Community Support – Provide Support and Intervention for community gang members and their families who come to AHWM through the Emergency Room understand the treatment process, build cooperation and trust with health care professionals providing care, and provide resources to help.</p> <p>Urban Peace Institute, Home Boy Industries</p>	480	As a community mediator provides assistance and finds help for gang members to give them new opportunities.
<p>Robotics and STEAM – Partnered with the Weingart YMCA to develop a robotics program to engage elementary students with engineering knowledge and robotics through construction improvement projects</p> <p>YMCA, Boyle Heights STEM Academy, USC School of Engineering</p>	327	8 local elementary schools participated in a robotics tournament, each school received training and education on STEM.
<p>American Red Cross Blood Drive – Host blood drives throughout the year to increase blood supplies. American Red Cross – Los Angeles</p>	89	Held 3 blood drives to collect and donate units of blood.

Connecting Strategy and Community Health

As hospitals move toward population health management, community health interventions are a key element in achieving the overall goals of reducing the overall cost of health care, improving the health of the population, and improving access to affordable health services for the community both in outpatient and community settings. The key factor in improving quality and efficiency of the care hospitals provide is to include the larger community they serve as a part of their overall strategy.

Health systems must now step outside of the traditional roles of hospitals to begin to address the social, economic, and environmental conditions that contribute to poor health in the communities we serve. Bold leadership is required from our administrators, healthcare providers, and governing boards to meet the pressing health challenges we face as a nation. These challenges include a paradigm shift in how hospitals and health systems are positioning themselves and their strategies for success in a new payment environment. This will impact everyone in a community and will require shared responsibility among all stakeholders.

Population health is not just the overall health of a population but also includes the distribution of health. Overall health could be quite high if the majority of the population is relatively healthy—even though a minority of the population is much less healthy. Ideally such differences would be eliminated or at least substantially reduced.

Community health can serve as a strategic platform to improve the health outcomes of a defined group of people, concentrating on three correlated stages:

- 1) The distribution of specific health statuses and outcomes within a population;
- 2) Factors that cause the present outcomes distribution; and
- 3) Interventions that may modify the factors to improve health outcomes.

Improving population health requires effective initiatives to:

- 1) Increase the prevalence of evidence-based preventive health services and preventive health behaviors,
- 2) Improve care quality and patient safety and
- 3) Advance care coordination across the health care continuum.

Our mission as a health system is Living God's love by inspiring health, wholeness and hope, we believe the best way to re-imagine our future business model with a major emphasis of community health is by working together with our community.

Community Benefit

Our community benefit work is rooted deep within our mission, with a recent recommitment of deep community engagement within each of our ministries.

We have also incorporated our community benefit work to be an extension of our care continuum. Our strategic investments in our community are focused on a more planned, proactive approach to community health. The basic issue of good stewardship is making optimal use of limited charitable funds. Defaulting to charity care in our emergency rooms for the most vulnerable is not consistent with our mission. An upstream and more proactive and strategic allocation of resources enables us to help low-income populations avoid preventable pain and suffering; in turn allowing the reallocation of funds to serve an increasing number of people experiencing health disparities.