

Adventist Health Delano 2020 Community Health Plan



The following Implementation Strategy serves as the 2020 – 2022 Community Health Plan for Adventist Health Delano and is respectfully submitted to the Office of Statewide Health Planning and Development on May 28, 2021 reporting on 2020 results.

Executive Summary

Introduction & Purpose

Adventist Health Delano is pleased to share its Community Health Implementation Strategy. This follows the development of its 2019 Community Health Needs Assessment (CHNA) in accordance with requirements in the Affordable Care Act and IRS 990 Schedule H requirements and approved by the Delano regional Medical Center's Board of Directors on May 29, 2019. Adventist Health assumed management and oversight for Delano Regional Medical Center operations in November 2020.

After a thorough review of the health status in our community through the community health needs assessment (CHNA), we identified areas that we could address using our resources, expertise and community partners. Through these actions and relationships, we aim to empower our community and fulfill our mission of "Living God's love by inspiring health, wholeness and hope."

The results of the CHNA guided this creation of this document and aided us in how we could best provide for our community and the vulnerable among us. This Implementation Strategy summarizes the plans for Adventist Health Delano to develop and collaborate on community benefit programs that address prioritized health needs identified in its 2019 CHNA. Adventist Health {Name} has adopted the following priority areas for our community health investments.

Prioritized Health Needs – Planning to Address

- Access to health care
- Food insecurity
- Chronic diseases (including overweight and obesity)

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, we hope you imagine a healthier region and work with us to find solutions across a broad range of sectors to create communities that define the well-being of people.

The purpose of the CHNA was to offer a comprehensive understanding of the health needs in Adventist Health Delano service area and guide the hospital's planning efforts to address those needs.

The significant health needs were identified through an analysis of secondary data and community input. These health needs were prioritized according to a set of criteria that included severity, change over time, resources available to address the need and community readiness to support action on behalf of any health need. Secondary sources include publicly available state and nationally recognized data sources available at the zip code, county and state level. Health indicators for social and economic factors, health system, public health and prevention, and physical environment are incorporated. The top leading causes of death as well as conditions of morbidity that illustrate the communicable and chronic disease burden across Los Angeles County is included. Data for this assessment was collected through US Bureau of Census, Nielsen Claritas, California Disease Control and Prevention, California Department of Education, United States Department of Health and Human Services, California Office of Statewide Health Planning and Development, California Department of Public Health, County Health Rankings & Roadmaps, Los Angeles Homeless Service Authority, American Heart Association, National Cancer Institute, Centers for Disease Control, World Health Organization. When feasible, health metrics have been further compared to estimates for the state or national benchmarks, such as the Healthy People 2020 objectives.

Adventist Health Delano worked to identify relevant key informants and topical focus groups to gather more insightful data and aid in describing the community. Key informants and focus groups were purposefully chosen to represent medically under-served, low-income, or minority populations in our community, to better direct our investments and form partnerships. The criteria listed recognize the need for a combination of information types (e.g., health indicators and primary data) as well as consideration of issues such as practicality, feasibility, and mission alignment.

For further information about the process to identify and prioritize significant health needs, please refer to the Adventist Health Delano CHNA report at the following link:

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

Adventist Health Delano and Adventist Health

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

Vision

Adventist Health will be a recognized leader in mission focus, quality care and fiscal strength.

Mission Statement

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

Adventist Health Includes:

- 23 hospitals with more than 3,600 beds
- 290 clinics (hospital-based, rural health and physician clinics)
- 15 home care agencies and eight hospice agencies
- Three retirement centers & one continuing care retirement community
- A workforce of 37,000 including associated, 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 all faiths to enhance the health of the communities we serve.

Our commitment to quality health care stems from our heritage, which dates to 1866 when the first Seventh-day Adventist healthcare 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.

Summary of Implementation Strategies

Adventist Health Delano Implementation Strategy

The implementation strategy outlined below summarizes the strategies and activities by Adventist Health Delano to directly address the prioritized health needs. They include:

- **Health Need 1: Access to health care**
 - Provide and partner with community organizations and City of Delano to provide free transportation to medical appointments and healthcare services.
Community Health Screenings/Care Coordination
 - Health Education and Prevention programs
- **Health Need 2: Food insecurity**
 - Food Distribution Partnerships
 - Delano Community Garden
 - Promotion of food insecurity screenings and referrals
- **Health Need 3: Chronic Diseases (including overweight and obesity)**
 - Diabetic and Heart health education Seminars
 - Preventative health screenings and education

The Action Plan presented below outlines in detail the individual strategies and activities Adventist Health Delano will implement to address the health needs identified through the CHNA process. The following components are outlined in detail in the tables below: 1) actions the hospital intends to take to address the health needs identified in the CHNA, 2) the anticipated impact of these actions as reflected in the Process and Outcomes measures for each activity, 3) the resources the hospital plans to commit to each strategy, and 4) any planned collaboration to support the work outlined.

No hospital can address all the health needs identified in its community. Adventist Health Delano is committed to serving the community by adhering to its mission, and using its skills, expertise and resources to provide a range of community benefit programs. This Implementation Strategy does not include specific plan to address the following significant health needs identified in the 2019 CHNA.

Significant Health Needs – NOT Planning to Address

- Taking existing hospital and community resources into consideration, AH Delano will not directly address the remaining health needs identified in the CHNA: housing and homelessness, mental health, economic insecurity, substance use and misuse, environmental pollution, sexually transmitted infections, violence and injury, dental care, birth indicators, Alzheimer's disease, unintentional injuries and preventive practices. Adventist Health Delano does not have the resources to address all the health needs present in the community. Therefore, it will concentrate on those health needs that can most effectively be addressed given the organization's areas of focus and expertise

COVID 19 Considerations

The COVID-19 global pandemic has caused extraordinary challenges for Adventist Health hospitals and health care systems across the world including keeping front line workers safe, shortages of protective equipment, limited ICU bed space and developing testing protocols. They have also focused on helping patients and families deal with the isolation needed to stop the spread of the virus, and more recently vaccine roll out efforts.

Adventist Health, like other health care systems, had to pivot its focus to meet the most urgent healthcare needs of its community during the pandemic, as well as reassess the ability to continue with some community health strategies due public health guidelines for social distancing. Adjustments have been made to continue community health improvement efforts as possible, while ensuring the health and safety of those participating. The Strategy Action Plan Grids on the following pages reflect updated activities for each strategy.

In FY20, Adventist Health as a system took the following actions in response to the needs created or exacerbated by COVID-19:

- Adventist Health as a system directed “Community Strength Fund grants” to each hospital to support community partners’ immediate response to COVID-19
- Adventist Health as a system directed “Community Integration Catalyst” funds to each hospital to support internal new or expanded community wellbeing programming and innovation as an immediate response to COVID-19
- Began offering more virtual health care visits to keep community members safe and healthy
- Developed an online symptom tracker to help community members determine if they may have COVID-19 or some other flu type illness and what steps to take
- Partnered with MaskUp, a collaboration of 100 leading health systems representing thousands of hospitals across the U.S. joining to create messages for the betterment of the communities they serve
- Was part of a communitywide effort by the local health system to vaccinate eligible community members to help stop the spread of the virus

Locally, Adventist Health Delano took these additional actions:

- Provided and donated over 50,000 masks to community organizations and partners.
- Provided Free community COVID-19 Screening and education to community members

- Assisted local employers and organizations with resources, tools, and guidance around COVID-19 through seminars and collateral.

Adventist Health Delano Implementation Strategy Action Plan

PRIORITY HEALTH NEED: ACCESS TO HEALTH CARE						
GOAL STATEMENT: INCREASE COVERAGE AND ACCESS TO HEALTH CARE FOR THE MEDICALLY UNDERSERVED						
Mission Alignment: Well-being of People						
Strategy 1: Partner to make a collective impact on removing barriers for care, while providing accessibility and care coordination for our vulnerable population.						
Programs/Activities	Process Measures	Results: Year 1	Short Term Measures	Results: Year 2	Medium Term Measures	Results: Year 3
Activity 1.1 Provide financial assistance through free and discounted care for health care services, consistent with the hospital's financial assistance policy	-# of patients who received free/discounted services	See Narrative Below	-# of patients who received free/discounted services		-# of patients who received free/discounted services	
Activity 1.2 Bring AH clinicians and services to Community Events	-# community events attended per year -# of medically underserved referred to PCP -# of preventive health screenings provided	COVID Hold for 2020	-# of patients referred who established care		# of referred patients who maintain ongoing care demonstrated by: Well visit/annual exam	
Activity 1.4 Vaccination clinics	1,000 free community Flu vaccines.		1,000 Free community Flu Vaccinations Flu Vaccinations 2020		# Flu cases	

Source of Data: <ul style="list-style-type: none"> AH Delano 						
Target Population(s): <ul style="list-style-type: none"> Community and vulnerable populations, as well as any individual seeking care. 						
Adventist Health Resources: (financial, staff, supplies, in-kind etc.) <ul style="list-style-type: none"> Financial, staff, supplies 						
Collaboration Partners: (place a "*" by the lead organization if other than Adventist Health) <ul style="list-style-type: none"> Central California Farmworkers Foundation United Farmworkers Union Delano Union School District Delano Joint Union School District Delano Community Alliance 						
CBISA Category: (A - Community Health Improvement; E - Cash and In-Kind; F - Community Building; G - Community Benefit Operations) <ul style="list-style-type: none"> Community Health Improvement 						

Strategy Results 2020:

In addition to programs mentioned above, AHDL actively participated in several key community collaboratives to promote wellness and promote coverage with access to health care services for the medically underserved in the Delano community.

In doing so, AHDL was able to successfully bring awareness of financial assistance policies though both free and discounted care for services, consistent with the hospital’s financial assistance policy.

In addition, throughout 2020 AHDL accepted invitations and actively participated in virtual events providing awareness and health education regarding the COVID 19 pandemic, as well as health and safety measures community should take. In partnership with Kern County Public Health, California Farmworkers Foundation, City of Delano, and several other organizations – AHDL successfully partnered and facilitated over 20 community COVID-19 safety programs for the community at large.

PRIORITY HEALTH NEED: CHRONIC DISEASES, INCLUDING OVERWEIGHT AND OBESITY

GOAL STATEMENT: REDUCE THE IMPACT OF CHRONIC DISEASE ON HEALTH AND INCREASE THE FOCUS ON PREVENTION AND TREATMENT EDUCATION

Mission Alignment: Well-being of People

Strategy 1: Partner to make a collective impact on removing barriers for care, while providing education and resources to manage chronic diseases.

Programs/Activities	Process Measures	Results: Year 1	Short Term Measures	Results: Year 2	Medium Term Measures	Results: Year 3
1.1 Diabetes Workshops focused on prevention and disease self-management, health lifestyles, nutrition, and physical activity	<p>-# of community members referred to Adventist Health Retail Pharmacy for medication management</p> <p>-# of community members who established care with AH</p>	<p>The Diabetes wellness workshop provided an opportunity to connect wellness experts to our community to provide education and initiatives on living a healthier life. 26 community members without a primary care provider were referred to an AH service for follow up and</p>	<p>-# of community members referred to Adventist Health Retail Pharmacy for medication management</p> <p>-# of community members who established care with AH</p>		<p>-# of community members referred to Adventist Health Retail Pharmacy for medication management</p> <p>-# of community members who established care with AH</p>	

		continuum of care. - At the end of 2020, 18 or the 26 patients remained as primary care and established patients within the AH network.				
1.2 Population Health Outreach Events and Education	-# screening for cholesterol, blood pressure, blood glucose and BMI - # of Glucometers distributed - # of glucose strips distributed	On Hold- See COVID 19 Considerations at beginning of document for more information.	# of referrals w/out PCP who schedule follow up care with AH		# of referred patients who maintain ongoing care demonstrated by: - Well visit/annual exam	
Source of Data:						
<ul style="list-style-type: none"> AH Delano 						
Target Population(s):						
<ul style="list-style-type: none"> Vulnerable populations within service area 						
Adventist Health Resources: (financial, staff, supplies, in-kind etc.)						
<ul style="list-style-type: none"> Financial Staff Supplies In-kind donations 						
Collaboration Partners: (place a "*" by the lead organization if other than Adventist Health)						
<ul style="list-style-type: none"> Central California Farmworkers Foundation Delano Community Alliance 						

- Delano Union School District
- Delano Joint Union School District

CBISA Category: (A - Community Health Improvement; E - Cash and In-Kind; F - Community Building; G - Community Benefit Operations)

- **Community Health Improvement**

Strategy Results 2020:

In 2020, Adventist Health Delano worked to reduce the impact of chronic diseases in health and increase the focus on prevention and treatment education. In doing so, AHDL worked to provide diabetes education focused on prevention and disease self management, healthy lifestyles, nutrition, and physical activity. In addition, AHDL participated in community wide events to provide screenings of cholesterol, blood pressure, blood glucose and BMI. Through outreach, glucometers and glucose strips were also distributed to individuals with diabetes who could not afford or access these monitoring resources. The overall goal was to provide public health education through community health awareness and the encouragement of healthy behaviors and prevention of chronic diseases.

PRIORITY HEALTH NEED: Food Insecurity
GOAL STATEMENT: INCREASE ACCESS TO HEALTHY, AFFORDABLE FOOD TO REDUCE THE IMPACT OF FOOD INSECURITY IN THE COMMUNITY
Mission Alignment: Well-being of People

Strategy 1:

Programs/Activities	Process Measures	Results: Year 1	Short Term Measures	Results: Year 2	Medium Term Measures	Results: Year 3
Activity 1.1 Promote screening for food insecurity at strategic intake points including the ED and local health clinics and provide information on food resources.	-# Referrals to local partners	In 2020, AHDL provided over 160 referrals to local partners to assist community member with food insecurity.	In 2020, AHDL provided over 160 referrals to local partners to assist community member with food insecurity.		In 2020, AHDL provided over 160 referrals to local partners to assist community member with food insecurity.	
Activity 1.2: Offer sign-up assistance for public programs that increase access to food	-# of Referrals to food agencies	160 referrals to food agencies	# of successful enrollments in SNAP – Pending # of successful enrollments in WIC – Pending		% decrease in food insecurity rates as demonstrated by screenings (Activity 1.1)	
Activity 1.3 Participate in Waste Hunger not Food Kern County	-# of meals repurposed	Over 2600 meals repurposed to community organizations.	Average of 10 meals daily were repurposed to designated community partners as need developed		Average of 10 meals daily were repurposed to designated community partners as need developed	

<p>Target Population(s):</p> <ul style="list-style-type: none"> • Vulnerable population within service area.
<p>Adventist Health Resources: (financial, staff, supplies, in-kind etc.)</p> <ul style="list-style-type: none"> • Financial • Staff • Supplies • In-kind
<p>Collaboration Partners: (place a "*" by the lead organization if other than Adventist Health)</p> <ul style="list-style-type: none"> • Central California Farmworkers Foundation • Delano Community Alliance • County of Kern • City of Delano • Delano Chamber of Commerce
<p>CBISA Category: (A - Community Health Improvement; E - Cash and In-Kind; F - Community Building; G - Community Benefit Operations)</p> <ul style="list-style-type: none"> • Community Health Improvement • Cash and In-kind donations

Strategy Results 2020:

In 2020, Adventist Health Delano addressed food insecurity by providing access and pathways to reduce the impact of hunger in the community. In doing so, AHDL address the initiative by promoting screening for food insecurity at strategic intake points, including the emergency department and local health clinics to provide information and resouces on local food access. The impact is to increase public awareness of food insecurity as well as reduce food waste in collaboration with community partners. In addition, the goal is to increase awareness and utilization of public program participation in food stamps, WIC benefits, SNAP, CalFresh, and the reduced lunch school program.

The Adventist Health + Blue Zones Solution

Our desire to improve community well-being grew out of not only our mission at Adventist Health – to live God’s love by inspiring health, wholeness and hope – but also by the sheer need as seen across our system of 23 hospitals. Overwhelmingly, we see diseases of despair including suicide, substance abuse, mental health and chronic illnesses plaguing the communities in which we have a significant presence in. That is why we have focused our work around addressing behavior and the systems keeping the most vulnerable people in cycles of poverty and high utilization.

In an effort to heal these communities, we have strategically invested in our communities by partnering with national leaders in community well-being. We believe the power of community transformation lies in the hands of the community. Our solution for transformation is to create a sustainable model of well-being that measurably impacts the well-being of people, well-being of places and equity.

2020 saw the acquisition of Blue Zones by Adventist Health as the first step toward reaching that goal. By partnering with Blue Zones, we are able to gain ground in shifting the balance from healthcare – treating people once they are ill – to transformative well-being- changing the way communities live, work and play. Blue Zones widens our impact from only reaching our hospitals’ communities in four states to a global mission practice.