

Adventist Health Tillamook 2020 Community Health Implementation Strategy



Executive Summary

Introduction & Purpose

Adventist Health Tillamook 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 Adventist Health Board of Directors on October 17, 2019.

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.”

Adventist Health Tillamook through a collaborative partnership with Tillamook County Community Health Centers, Rinehart Clinic & Pharmacy and Tillamook Family Counseling Center conducted the 2019 CHNA. Adventist Health Tillamook assessed the health needs identified in the CHNA and directly aligned community programs and outcome measures with the Columbia Pacific Coordinated Care Organization’s (CCO) 2020 community health plan. This collaboration and alignment allowed for the prioritization of community health programs which best provide for our community and the vulnerable among us.

This Implementation Strategy summarizes the plans for Adventist Health Tillamook to develop and collaborate on community benefit programs that address prioritized health needs identified in its 2019 CHNA. Adventist Health Tillamook has adopted the following priority areas for our community health investments.

Prioritized Health Needs – Adventist Health Tillamook will address in our Community Health Plan

- **Health Priority #1: Housing and Homelessness**
- **Health Priority #2: Mental Health**
- **Health Priority #3: Access to Health Care**
- **Health Priority #4: Prevention and Management of Chronic Diseases**

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 Tillamook 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 the following twelve items: identified community need, addressing the disparities of subgroups, availability of evidence or practice-based approaches, community assets and internal resources for addressing needs, existing resources and programs, feasibility of intervention, importance to the community, magnitude, mission alignment and resources of the hospital, opportunity to intervene at population level, severity and whether the solutions could impact multiple problems.

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

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

Adventist Health Tillamook and Adventist Health

Adventist Health Tillamook 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 facilities Include:

- 21 hospitals with more than 3,284 beds
- More than 273 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 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 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

Implementation Strategy Design Process

Stakeholders from the 19 hospital facilities in the Adventist Health System were invited to participate in a Mission Integration Summit on September 26 and 27, 2019. During these two day-long events, participants were introduced to the 2019 Adventist Health Implementation Strategy Template. After the summit, each hospital was invited to participate in a series of technical assistance calls and consultation sessions with representatives from Adventist Health Community Integration and Conduent Health Communities Institute to further develop and refine their implementation strategy.

Adventist Health Tillamook Implementation Strategy

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

- **Health Need 1: Housing and Homelessness**
 - Partner with local organizations working on housing solutions to provide time and resources
 - Contribute in-kind resources directly and through community partnerships that help low-income individuals better afford stable housing.
- **Health Need 2: Mental Health**
 - Provide telehealth mental health services through our medical offices
 - Increase education on mental health services for people with substance use disorder (SUD) and / or opioid use disorder (OUD)
 - Work with community partners to further develop mental health services
 - Develop a comprehensive medication assisted treatment (MAT) program
- **Health Need 3: Access to Health Care**
 - Explore and create a mobile integrated healthcare team.
 - Identify and employ Health Promoters (Community Health Workers) as part of our mobile integrated healthcare team
- **Health Need 4: Prevention and Management of Chronic Disease**
 - Explore and create a mobile integrated healthcare team for nontraditional access to and follow up with patients
 - Create a more thorough process for follow-up on chronically ill and discharges patients
 - Continue our partnership with Tillamook County Wellness programs

The Action Plan presented below outlines in detail the individual strategies and activities Adventist Health Tillamook 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 Tillamook 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 in the 2020 Community Health Plan

Physical Environment, Safety, Access to Parks and Recreation

- We are currently partnered with the Tillamook YMCA to provide free services to community members.
- Tillamook Chamber of Commerce and Visit Tillamook Coast have had good results in promoting outdoor activities such as hiking, biking, kayaking, boating.

Adventist Health Tillamook Strategy Action Plan

PRIORITY HEALTH NEED: HOUSING & HOMELESSNESS

GOAL STATEMENT: PARTNER ACROSS SECTORS TO REDUCE THE IMPACT THAT HOUSING INSECURITY HAS ON HEALTH AND WELLBEING FOR ALL INDIVIDUALS IN TILLAMOOK COUNTY.

Mission Alignment: Well-being of People

Strategy 1: Partner to support community action programs, and community-based organizations that provide shelter/transitional housing supports in the region.

Programs/ Activities	Process Measures	Results: Year 1	Short Term Outcomes	Results: Year 2	Medium Term Outcomes	Results: Year 3
Activity 1.1 Partner with CARE, Inc. to provide funding for housing	The number of people impacted by cash donations specific to housing		# of individuals who safely transition into housing programs.		Increased #of referrals to housing	
Activity 1.2 Partner with CARE, Inc. and Tillamook Seventh-day Adventist Church micro shelter program	# of and types of supplies donated # of individuals served		10% increase in the number of people served		20% increase in the number of people served	
Activity 1.3 Investment in outreach activities such as Serving Up Hope a Hospital sponsored weekly meal	# of people served.		#of people with health screenings		# of people with follow up care	

Source of Data:

- CARE, Inc. will provide data of how resources help each individual
- AH Tillamook will track supplies donated

PRIORITY HEALTH NEED: HOUSING & HOMELESSNESS

- Tillamook Seventh-day Adventist Church will track and report on number of individuals served
- AH Tillamook Director of Mission & Spiritual Care will report on number of individuals served.

Target Population(s):

Individuals with housing insecurities and / or homelessness

Adventist Health Resources:

- Financial
- Staff
- Supplies

Collaboration Partners: (place a "*" by the lead organization if other than Adventist Health)

- *CARE, Inc.
- Tillamook Seventh-day Adventist Church
- AH Tillamook

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

PRIORITY HEALTH NEED: MENTAL HEALTH

GOAL STATEMENT: ALLOW ACCESS TO AND CAPACITY FOR ANY INDIVIDUAL SEEKING MENTAL HEALTH SERVICES

Mission Alignment: Well-being of People

Strategy 1: Increase access to mental health and substance use disorders through new services, education and partnerships.

Programs/ Activities	Process Measures	Results: Year 1	Short Term Outcomes	Results: Year 2	Medium Term Outcomes	Results: Year 3
Activity 1.1 Provide telehealth mental health services through Adventist Health Tillamook	# of individuals served		10% increase in the number of people using telehealth services		20% increase in the number of people using telehealth services	
Activity 1.2 Increase education on mental health services for people with SUD and / or OUD	# of patients with SUD / OUD diagnosis with visits		Increased modalities and interventions that help individuals to access services for behavioral health, including medication-assisted treatment (MAT)		Increased systemic clinical interventions and screenings at all levels of the community	
Activity 1.3 Partner with Tillamook Family Counseling Center	Collaboration and development of bidirectional referrals		# of referrals		10% increase in the number of referrals	

PRIORITY HEALTH NEED: MENTAL HEALTH

Activity 1.4 Develop comprehensive medication assisted treatment (MAT) program	Development of a comprehensive model which supports MAT programs		Introduction of MAT program, education of providers and community of available resources		# of community members served	
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Source of Data:

- AH Tillamook
- Tillamook Family Counseling Center

Target Population(s):

- Anyone seeking mental health services

Adventist Health Resources:

- Financial
- Staff
- In-kind donations

Collaboration Partners: (place a "*" by the lead organization if other than Adventist Health)

- AH Tillamook
- Tillamook Family Counseling Center

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

PRIORITY HEALTH NEED: ACCESS TO HEALTH CARE

GOAL STATEMENT: ELIMINATE BARRIERS TO PRIMARY CARE, INCLUDING, GEOGRAPHIC AND TRANSPORTATION INCONVENIENCES, LACK OF KNOWLEDGE, AND LACK OF INSURANCE COVERAGE.

Mission Alignment: Well-being of People

Strategy 1: Increase access to primary care through programs that seek to address barriers by engaging in the community.

Programs/ Activities	Process Measures	Results: Year 1	Short Term Outcomes	Results: Year 2	Medium Term Outcomes	Results: Year 3
Activity 1.1 Explore and create a mobile integrated healthcare team.	Develop and implement program		# of people served		10% increase in the number of people served	
Activity 1.2 Employ health promoters (community health workers)	# of individuals serving as health promoters (community health workers)		Increased number of non-traditional healthcare workers		Introduce health educational opportunities to the community	

Source of Data:

- AH Tillamook
- Tillamook Bay Community College

Target Population(s):

- Individuals seeking access to healthcare

Adventist Health Resources:

- Financial
- Staff
- Supplies
- in-kind donations

Collaboration Partners: (place a "*" by the lead organization if other than Adventist Health)

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

PRIORITY HEALTH NEED: PREVENTION AND MANAGEMENT OF CHRONIC DISEASES

GOAL STATEMENT: DECREASE CHRONIC DISEASE PREVALENCE THROUGH FOCUS ON REDUCING CHRONIC DISEASE RISK FACTORS.

Mission Alignment: Well-being of People

Strategy 1: Provide follow up care to high risk individuals and partner to increase life style managemenet programs targeted to those with chronic disease.

Programs/ Activities	Process Measures	Results: Year 1	Short Term Outcomes	Results: Year 2	Medium Term Outcomes	Results: Year 3
Activity 1.1 Follow up process for critically ill and discharged patients	# of patients recently discharged or at high risk receiving visits from mobile integrated healthcare team.		Decreased emergency room visits, urgent care visits and readmissions for participants		Develop a patient self-assessment of wellbeing survey and have an overall increase in feelings of well-being	
Activity 1.2 Partner with Tillamook County Wellness (TCW)	Number of participants in lifestyle management programs		Increase in participation and patient referrals		Improved health through data and tracking- A1C levels	

Source of Data:

- AH Tillamook mobile integrated healthcare data
- AH Tillamook medical office data
- Tillamook County Wellness reports

Target Population(s):

- People at risk for or with chronic diseases

Adventist Health Resources:

- Staff
- Supplies
- In-kind

Collaboration Partners: (place a "*" by the lead organization if other than Adventist Health)

- AH Tillamook
- Tillamook County Wellness
- Tillamook YMCA

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

Connecting Strategy and Community Health

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.

Community well-being is not just the overall health of a population but also includes the distribution of health equity. 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 community 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 care continuum

Adventist Health is on a bold journey to establish sustainable significance with a vibrant mission of living God's love by inspiring health, wholeness and hope. We will advocate for and lead change in healthcare and social policy to benefit the under privileged and the disenfranchised in the diverse communities to which we have been called.

Together we will create lasting impact in people's whole lives and affect profound improvement in the well-being of the entire community.



2020 Community Health Implementation Strategy approval

This Community Health Implementation Strategy was adopted on April 29, 2020 by the Adventist Health System/West Board of Directors. The Adventist Health Board of Directors has approved this Community Health Improvement Strategy during COVID-19, a worldwide pandemic. The Board anticipates and supports necessary adjustments to this strategy document to allow Adventist Health hospitals to address emerging community needs and/or shifting priorities related to the pandemic and recovery. The final report was made widely available on

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To request a copy, provide comments or view electronic copies of current and previous community health needs assessments or community benefit implementation strategies, please visit the Community Benefits section on our website at <https://www.adventisthealth.org/about-us/community-benefit/>