

## **Adventist Health Ukiah Valley 2021 Community Health Plan**



The following Implementation Strategy serves as the 2020 – 2022 Community Health Plan for Adventist Health Ukiah Valley and is respectfully submitted to the Office of Statewide Health Planning and Development on May 27<sup>th</sup>, 2022 reporting on 2021 results.

## Executive Summary

### Introduction & Purpose

Adventist Health Ukiah Valley 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.”

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 Ukiah Valley to develop and collaborate on community benefit programs that address prioritized health needs identified in its 2019 CHNA. Adventist Health Ukiah Valley has adopted the following priority areas for our community health investments.

#### Prioritized Health Needs – Planning to Address

- [Health Priority #1: Mental Health](#)
- [Health Priority #2: Substance Abuse](#)
- [Health Priority #3: Workforce Development](#)

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 Ukiah Valley’s 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 quantitative and qualitative data from multiple sources, woven together to provide a comprehensive picture of the health of county residents. Using MAPP methodology, the community themes and strengths assessment was conducted using a community health survey with a total of 1,324 responses, 34 key informant interviews and 56 key leader surveys. Many community members, key formal and informal leaders, and community partners shared their wisdom, knowledge, experiences, and perceptions about the health of residents and the capacity of the health care system to provide essential public health services.

For further information about the process to identify and prioritize significant health needs, please refer to the Adventist Health Ukiah Valley CHNA report at the following link: <https://www.adventisthealth.org/about-us/community-benefit/>

## Adventist Health Ukiah Valley and Adventist Health

Adventist Health Ukiah Valley 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 transform the health experience of our communities by improving health, enhancing interactions and making care more accessible.

### 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

### 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 this two day-long event, 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 Ukiah Valley Implementation Strategy

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

- **Health Need 1: Mental Health**
  - Build Mendocino County’s Trauma Informed Network of Care
- **Health Need 2: Substance Abuse**
  - Safe Rx Coalition
  - Expand access to substance use treatment through Ukiah Street Medicine

- **Health Need 3: Workforce Development**
  - Work with Ukiah High School to provide summer internships for students
  - Collaboration with Mendocino College to create the Physical Therapy Assistant Program
  - Collaboration with Mendocino College to support the RN Program

The Action Plan presented below outlines in detail the individual strategies and activities Adventist Health Ukiah Valley 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 Ukiah Valley 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**

- Domestic Abuse – Insufficient funding and staff time to address the need
- Housing and Homelessness – Need is being addressed by others

## 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 FY21, Adventist Health as a system took the following actions in response to the needs created or exacerbated by 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
- 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 Ukiah Valley took these additional actions:

- Continued to support the COVID-19 Work Group which provides health equity advocacy for the Latino population in Mendocino County. In 2021, the group launched a county-wide Community Health Worker coalition. The coalition is tasked with formulating a plan for a county-wide Community Health Worker program and securing funding.
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## Adventist Health Ukiah Valley Implementation Strategy Action Plan

<b>PRIORITY HEALTH NEED: MENTAL HEALTH</b>						
<b>GOAL STATEMENT: BUILD COMMUNITY PARTNERSHIPS TO ADDRESS CRITICAL MENTAL HEALTH NEEDS</b>						
<b>Mission Alignment: Well-being of People, Well-being of Places, Equity</b>						
<b>Strategy 1: Collaborate with partners to build the Mendocino County Trauma Informed Network of Care</b>						
Programs/ Activities	Process Measures	Results: Year 1	Short Term Outcomes	Results: Year 2	Medium Term Outcomes	Results: Year 3
Activity 1.1 Build the Mendocino County Trauma Informed Network of Care	Participate in the coalition to provide the health care perspective	Added the 8 FQHC's and Consolidat ed Tribal Health	Identify additional coalition partners	Surveyed and mapped existing trauma informed organizati ons across Mendocin o County	Survey completed and map created of Mendocino County's Trauma Informed Network of care to identify assets and gaps	
<b>Source of Data:</b>						
<ul style="list-style-type: none"> <li>• Adverse Childhood Experiences (ACEs) Community Resilience Team, formerly the Childhood Trauma Action Team</li> </ul>						
<b>Target Population(s):</b>						
<ul style="list-style-type: none"> <li>• All Mendocino County residents experiencing trauma</li> </ul>						
<b>Adventist Health Resources:</b> (financial, staff, supplies, in-kind etc.)						
<ul style="list-style-type: none"> <li>• Staff to attend meetings</li> <li>• Funding/in-kind for the creation of a county-wide trauma informed network of care</li> <li>• Information gathering to identify trauma informed assets and gaps in Mendocino County</li> </ul>						
<b>Collaboration Partners:</b> (place a "*" by the lead organization if other than Adventist Health)						
<ul style="list-style-type: none"> <li>• Measure B Committee</li> <li>• Mendocino County Behavioral Health Advisory Board</li> <li>• ACEs Community Resilience Team/Mendocino County Trauma Informed Network of Care</li> </ul>						

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

A - Community Health Improvement

E – Cash and In-kind

### **Strategy Results 2021:**

Adventist Health worked with partners on the development of a proposal to build the Trauma Informed Network of Care. The work was merged with the Childhood Trauma Action Team, which was later changed to the Adverse Childhood Experiences (ACEs) Community Resilience Team. This group is a subcommittee of the Mendocino County Policy Council on Children and Youth, the county's child abuse prevention council. Members of the council are appointed by the Mendocino County Board of Supervisors.

In 2021, the group joined PACEs Connection Cooperative of Communities, a national movement to build resilient communities. Surveys were completed by community partners to track their progress on reaching trauma-informed organizational goals. The partners are actively using the Community Milestones Tracker to monitor initiative progress.

Adventist Health serves on the Mendocino County's Mental Health Treatment Act Citizens' Oversight Committee. The committee meets monthly to define how local sales tax will be invested in the construction of a mental health facility and mental health services to enhance the system of care in the county.

**PRIORITY HEALTH NEED: SUBSTANCE ABUSE**

**GOAL STATEMENT: PROVIDE SOBERING SUPPORT IN A COMMUNITY WITH HIGH SUBSTANCE ABUSE**

**Mission Alignment: (Well-being of People; Well-being of Places; Equity) Well-being of People**

**Strategy 2:** Create policies and spaces for safe sobering

Programs/ Activities	Process Measures	Results: Year 1	Short Term Outcomes	Results: Year 2	Medium Term Outcome s	Results: Year 3
Activity 2.1 Participate in monthly Safe Rx  Mendocino Coalition meetings to design a plan to reduce substance abuse in Mendocino County	Serve as subject matter expert on substance abuse Treatment	Due to COVID-19, no materials were distributed in 2020. In 2020 there were 148 overdoes diagnosis in the Adventist Health Ukiah Valley Emergency Department (ED).	Increase distribution of drug safety materials to 5 new neighborhoods	Naloxone was successfully administered in 2021 and resulted in 156 overdose reversals in the county. In 2021 there were 160 overdoes diagnosis in the Adventist Health Ukiah Valley Emergency Department (ED).	Decrease in overdose diagnosis in ED	
Activity 2.2 Provide linkages to substance use counseling and treatment services through Ukiah Street Medicine	Secure a licensed Alcohol and Other Drugs (AOD) counselor	10 individuals received AOD Counseling and services in 2020	Extend access to AOD counseling and other treatment services to community members that may not have another access point	52 individuals received AOD counseling and services in 2021, an increase from 2020.	Increase # of individuals receiving AOD counseling and services	

**Source of Data:**

- Safe Rx Mendocino
- AH Safe Haven project lead

**Target Population(s):**

- All community members needing substance abuse information and support
- SB 1152 patients

**Adventist Health Resources:** (financial, staff, supplies, in-kind etc.)

- Staff time to participate in Safe Rx Mendocino Coalition

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

- Safe Rx Mendocino
- Redwood Community Services

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

- A – Community Health Improvement
- E – Cash and In-Kind
- G – Community Benefit

### Strategy Results 2021:

Adventist Health is an active member of the Safe Rx Mendocino Coalition.

In 2021, an LCSW was hired to lead the COMPASS Ukiah Street Medicine Program operated by Adventist Health Ukiah Valley. The team visited three encampments in, and around, Ukiah to provide basic health information, linkages to services and COVID-19 supplies including masks and hand sanitizer.

The Community has increased the number of Medication Assisted Treatment (MAT) providers. New Life Clinic has two fully dedicated MAT providers. The Adventist Health Residency Clinic has ten X-Waivered residents. In 2021, Mendocino County Aids Viral Hepatitis Network (MCAVHN) began a low-barrier MAT services program in partnership with Adventist Health. The COMPASS Ukiah Street Medicine Program began MAT initiation on the street with immediate induction and next-day visits within the MAT services clinics. Street Medicine case management staff follow the patient during outreach and the Street Medicine provider works in one of the MAT clinics and follows the patients there as well for enhanced care continuity. Additionally, agencies within the Substance Use Disorder (SUD)/Opioid Use Disorder (OUD) system of care in Mendocino County have added many levels and approaches to engaging populations affected by SUD/OUD. Care coordination and care continuity between agencies has improved, providing longitudinal wrap-around services to individuals.

Additionally, in the hospital there was a 50% increase X-Waivers in the emergency department in Ukiah to ensure the initiation of MAT in the hospital with referral of patients to Substance Use Navigators (SUN) and into MAT clinics.

During a patient's stay in the hospital, the SUN supports early intervention and advocates for the patient's substance use treatment needs with inpatient providers. This prevents the patient's experience of needing to leave the hospital early in order to use. The patient is more able to complete their full hospital stay and prevent readmission due to early elopement.

Overdose diagnosis in the Emergency Department increased in 2021. This is attributed to the increase in fentanyl in all street drugs.

**PRIORITY HEALTH NEED: WORKFORCE DEVELOPMENT**

**GOAL STATEMENT: CREATE CAREER EXPLORATION OPPORTUNITIES**

**Mission Alignment: (Well-being of People; Well-being of Places; Equity) Well-being of people**

**Strategy 3A:** Work with Ukiah High School to provide summer internships for students

Programs/ Activities	Process Measures	Results: Year 1	Short Term Outcomes	Results: Year 2	Medium Term Outcomes	Results: Year 3
Activity 3.A.1 High School Summer Internship Program	Identify staff mentors	Program on hold due to COVID-19	Increase staff mentors and student participation by 10% over first year	Program on hold due to COVID-19	Increase student participation by 20% over first year	

**Source of Data:**

Ukiah High School, Adventist Health Ukiah Valley departments, Adventist Health Human Performance

**Target Population(s):**

Ukiah High School junior and senior students enrolled in the Scrubs Program

**Adventist Health Resources:** (financial, staff, supplies, in-kind etc.)

Staff from various departments to provide internships

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

Ukiah High School\*

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

F-Community Building

**Strategy Results 2021:**

The Health Exploration Summer Institute (HESI) program was suspended in 2020 and in 2021 due to the pandemic. In 2020, Shasta College provided high school students a virtual tour of health care settings as an alternative to the hands-on internship. The virtual option was not provided in 2021.

The HESI program will continue in 2022.

**PRIORITY HEALTH NEED: WORKFORCE DEVELOPMENT**

**GOAL STATEMENT: CREATE EDUCATIONAL PATHWAYS FOR ENTRY INTO HEALTH CARE ENVIRONMENT**

**Mission Alignment: (Well-being of People; Well-being of Places; Equity) Well-being of people**

**Strategy 3B: Work with Mendocino College to create the Physical Therapy Assistant Program**

Programs/ Activities	Process Measures	Results: Year 1	Short Term Outcomes	Results: Year 2	Medium Term Outcomes	Results: Year 3
Activity 3.B.1 Create Physical Therapy Assistant Program (PTAP)	Help shape curriculum	Curriculum was developed. A total of 5 students were provided six-week externships at AH facilities	Host 2 students for externships at AH facilities in Ukiah  AH PT staff working as teachers at Mendocino College PTAP	In 2021, there were 16 PTAP graduates	Graduation of first cohort of PTAP students	

**Source of Data:**

- Mendocino College, Adventist Health Physical Therapy Department, Adventist Health Talent Acquisition

**Target Population(s):**

- Local community members

**Adventist Health Resources:** (financial, staff, supplies, in-kind etc.)

- Staff to attend advisory council
- Staff working with students on externships

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

- Mendocino College\*

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

- A - Community Health Improvement

**Strategy Results 2021:**

In 2021, Adventist Health Ukiah Valley provided eleven students externships. There were five students in the spring and six students in the fall. Adventist Health Ukiah Valley hired three Physical Therapy Assistant Program graduates from the inaugural cohort.

**PRIORITY HEALTH NEED: WORKFORCE DEVELOPMENT**

**GOAL STATEMENT: CREATE EDUCATIONAL PATHWAYS FOR ENTRY INTO HEALTH CARE ENVIRONMENT**

**Mission Alignment: (Well-being of People; Well-being of Places; Equity) Well-being of people**

**Strategy 3C: Work with Mendocino College to support the Registered Nurse (RN) Program**

<b>Programs/ Activities</b>	<b>Process Measures</b>	<b>Results: Year 1</b>	<b>Short Term Outcomes</b>	<b>Results: Year 2</b>	<b>Medium Term Outcomes</b>	<b>Results: Year 3</b>
Activity 3.C.1 Support the RN program at Mendocino College	Fund one instructor for the RN program	Funding for one instructor was provided. Additionally, AH hosted 33 preceptorships in 2020.	Host at least 2 students for preceptorships at AH facilities in Ukiah	In 2021, 24 nursing students graduated and 10 preceptorships were hosted.	Graduation of 24 students each year	

**Source of Data:**  
Mendocino College, Adventist Health Patient Care Executive

**Target Population(s):**  
Local community members

**Adventist Health Resources:** (financial, staff, supplies, in-kind etc.)  
Staff to attend the nursing advisory council  
\$88,500 contribution to Mendocino College in 2021

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

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

**Strategy Results 2021:**

Adventist Health Ukiah Valley partners with Mendocino College to support the RN Program. Financial support is provided to cover the cost of one full-time instructor. Preceptorships are also provided at Adventist Health facilities. The support allows for a graduating class of nurses every year. Without this support, there would only be a graduating class every other year. There is a high demand for nurses and this contribution helps to meet that need. In 2021, Adventist Health Ukiah Valley continued funding for the instructor and provided a stipend for the RN Program administrator. There were ten preceptorships, and nine students were hired by Adventist Health Ukiah Valley.

## 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 issues related to health risk behaviors, mental health and chronic illnesses throughout the communities we serve. That is why we have focused our work around addressing behavior and the systems preventing our communities from achieving optimal health.

In an effort to meet these needs, our solution is to create a sustainable model of well-being that measurably impacts the well-being of people, well-being of places and equity.

In 2020, Adventist Health acquired Blue Zones as the first step toward reaching our solution. By partnering with Blue Zones, we will be 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. In 2021, Adventist Health committed to launching six Blue Zone Projects within our community footprint, and as we enter 2022 these projects are active. Blue Zone Projects are bringing together local stakeholders and international well-being experts to introduce evidence-based programs and changes to environment, policy and social networks. Together, they measurably improve well-being in the communities we serve.