



ADVENTIST HEALTH
CASTLE

IMPLEMENTATION STRATEGY
Year Three Update, FY 2025
January 1, 2025-December 31, 2025

2025

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Purpose & Summary

Adventist Health Castle is pleased to share its Implementation Strategy Year Three Update, FY 2025, also known as the Community Health Plan Update, FY 2025. This follows the development of its Community Health Implementation Strategy (CHIS) and the 2021 Community Health Needs Assessment (CHNA) in accordance with requirements in the Affordable Care Act and IRS 990 Schedule H requirements. The 2021 CHNA was a coordinated collaboration across 19 not-for-profit hospitals across Hawai'i led by the Healthcare Association of Hawai'i and the report was adopted and published by Adventist Health in 2022.

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 the creation of the Community Health Implementation Strategy and aided us in how we could best provide for our community and the vulnerable among us. The Implementation Strategy summarized the plans for Adventist Health Castle to develop and collaborate on community benefit programs that address prioritized health needs identified in its 2022 CHNA. Adventist Health Castle has adopted the following four priorities — financial security, mental health, housing, trust and equitable access. There are significant health needs that were previously identified in the prior CHNA, which are still relevant today (i.e., the importance of strong families, emergency preparedness, environment, kūpuna care, healthy starts, community cohesiveness and food security).

The CHIS consists of a long-term community health improvement plan that strategically implements solutions and programs to address the health needs identified in the CHNA. Together, with the Adventist Health Well-Being team, local public health officials, community-based organizations, medical providers, students, parents, and members of selected underserved, low-income and minority populations, Adventist Health Castle intentionally developed a strategic plan to address the needs of the community. The results of the Implementation strategy are reported on a yearly basis through the Annual Community Health Plan Update. This is year three, of a three-year strategy to improve the health of our community.

In this Implementation Strategy, Year Three Update, FY 2025, you will find strategies, tactics, and partnerships that address the following health needs that were identified in the latest Adventist Health Castle CHNA:

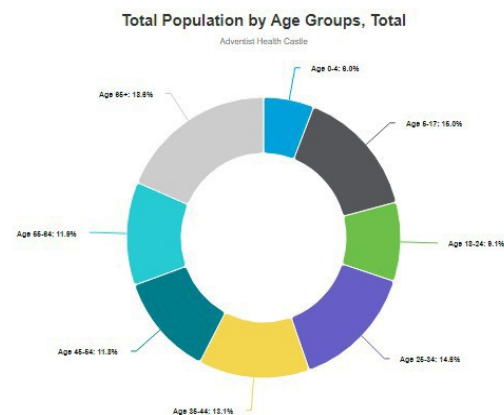
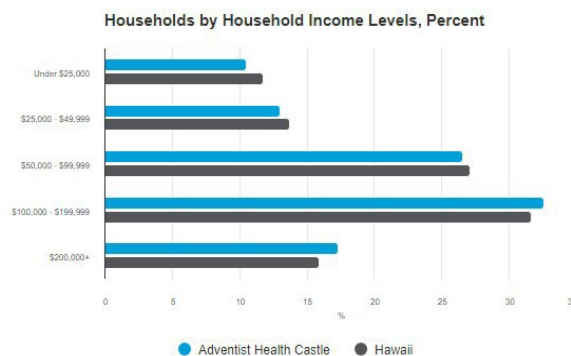
- **Access to Care (trust and equitable access)**
- **Financial Stability**
- **Housing**
- **Mental Health**

Adventist Health Castle (PSA & SSA) Needs Assessment

Who Adventist Health Castle (PSA & SSA) Cares For

Demographic Profile

The Adventist Health Castle market is located in the state of Hawaii. The market has a total population of 1,015,068 (based on the 2020 Decennial Census). The largest city in the service area is Urban Honolulu CDP, with a population of 337,256. The service area is comprised of the following ZIP codes: 96706, 96818, 96825, 96857, 96734, 96814, 96860, 96717, 96821, 96816, 96730, 96762, 96815, 96731, 96817, 96786, 96826, 96792, 96813, 96782, 96797, 96819, 96791, 96795, 96712, 96744, 96707, 96701, 96853, 96863, 96789, 96822.



About Us

Adventist Health Castle

Adventist Health Castle was founded 65 years ago through a grassroots collaboration by local Windward O'ahu residents, concerned physicians, benefactors, and the Seventh-day Adventist Church. It became the first hospital located on the Windward side of O'ahu, which is separate from Honolulu by the Ko'olau Range. It was from these humble beginnings that Castle Memorial Hospital was born to care for its community. Fast forward to today, the hospital is now named Adventist Health Castle and is known for its commitment to the community through patient care that is delivered with compassion deeply rooted in spiritual heritage, while engaging in a constant quest for clinical quality and performance excellence.

A full-service medical center offering a wide range of inpatient, outpatient and home-based services, Adventist Health Castle is a 160-bed facility with more than 1,000 employees and staffed by more than 300 physicians. Located in Kailua, Adventist Health Castle serves all of O'ahu and is the primary healthcare facility for the Windward side of the island. Adventist Health Castle is owned and operated by Adventist Health, a Seventh-day Adventist healthcare system.



Adventist Health

Adventist Health is a faith-inspired, nonprofit integrated health system serving more than 80 communities on the West Coast and Hawai'i. Founded on Adventist heritage and values, Adventist Health provides care in hospitals, clinics, home care agencies, hospice agencies and joint-venture retirement centers in both rural and urban communities. Our compassionate and talented team of 34,000 includes associates, medical staff physicians, allied health professionals and volunteers driven in pursuit of one mission: living God's love by inspiring health, wholeness and hope. Together, we are transforming the American healthcare experience with an innovative, yet timeless, whole-person focus on physical, mental, spiritual and social healing to support community well-being.

Adventist Health's Approach to CHNA & CHS

The research team has had the opportunity to engage with over 200 people across the island who care deeply about Hawai'i. Social workers, teachers, farmers, doctors, policy advocates, mothers and fathers, sons and daughters, survivors, students, and healthcare providers all shared their thoughts regarding the communities they reside in, the clients they serve, and the people they love.

The following pages highlight the key findings Adventist Health Castle identified as their top priority health needs, or s we refer to them in this report, their "High Priority Needs." The High Priority Needs are addressed in the community health implementation strategy and are reported on a yearly basis through the Annual Community Health Plan Update. This is year three, of a three-year strategy to improve the health of our community. We invite you to learn about the actions, activities and programs that have been implemented in 2025.

Action Plan for Addressing High Priority Needs

The following pages reflect the goals, strategies, actions and resources that Adventist Health Castle provided in 2025 to address each selected High Priority Need.

Adventist Health Castle ADDRESSING HIGH PRIORITY: ACCESS TO CARE

- Community Strategy

Goal	Collaborate with outpatient healthcare providers to increase access to healthcare for patients with any type of insurance.
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Strategy 1:	Identify primary care physicians and specialists, which includes behavioral health providers that accept all insurances
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Action: Program/Activity/Tactic/Policy
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- Implement intake process for gathering information on primary care providers and specialists regarding:
 - *Accepting new patients*
 - *Insurance policies*
 - *Office hours and after-hours protocol*
- Establish database for the public to access information.
- Distribute public-facing material about which providers are accepting new patients and the insurance policies they accept.

REPORTING:

YEAR 3 CHIS ACTIVITIES

FY 2025 Yearly SUMMARY

To strengthen access to essential services, Adventist Health Castle maintained the Ko'olau Community Resource Booklet—a comprehensive guide designed to connect individuals and families with support throughout the Windward O'ahu region. The booklet includes information on social services, housing assistance, food resources, mental health services, employment programs, and more. Whether someone is seeking help or looking for ways to support others, this resource serves as a valuable tool for navigating local services and promoting community well-being.

In 2025, the Castle Health Group website continued to maintain a Provider Directory which can be found here: <https://www.castlehealthgrouphawaii.com/directory>. This website includes community resources such as advanced care planning, the senior information and assistance handbook from the City & County of Honolulu Elderly Affairs Division and a direct link to the Adventist Health Castle Ko'olau Community Resource Booklet and the Adventist Health Castle Community Outreach Hui website.

A comprehensive listing of Primary Care Physicians accepting new patients has also been created and distributed at community events attended by Adventist Health Castle.

- **2025: Total New Patients: 14,753**
 - Primary Care: 5,974
 - Specialty: 8,779
- **2024: Total New Patients: 13,157**
 - Primary Care: 5,477
 - Specialty: 7,680
- **2023: Total New Patients: 12,623**
 - Primary Care: 3,041
 - Specialty: 9,582
- **2022: Total New Patients: 10,918**
 - Primary Care: 3,829

In 2025, Adventist Health Castle provided free sport physicals for those students unable to access timely appointments with physicians. 110 students received physicals at Kalaheo High School.

Adventist Health In the NEWS:

Adventist Health Castle was proud to announce the opening of its new urgent care clinic in Hawaii Kai, offering East O'ahu residents' convenient access to high-quality care for non-emergent health needs. This marks the fourth urgent care location in Adventist Health Castle's growing network, joining clinics in Kailua, Kapolei, and Pearl City.

The Hawaii Kai urgent care provides walk-in services for a wide range of minor illnesses and injuries, including colds, flu, sore throats, ear infections, urinary tract infections, sprains, strains, cuts, burns, and simple fractures. In addition to treating common conditions, the clinic offers physical exams for school, sports, and employment, immunizations and vaccinations, pregnancy testing, and on-site lab and x-ray services to support timely diagnosis and treatment.

"Our mission is to bring whole-person care to every corner of our community," said Chase Aalborg, President of Adventist Health Castle. "Since opening our urgent care clinics in Kailua, Kapolei and Pearl City in 2022, we've made significant investments to expand access to care across O'ahu. We're thrilled to add this new Hawaii Kai urgent care, continuing that commitment and ensuring residents have timely, affordable, and compassionate care close to home."

Adventist Health Castle ADDRESSING HIGH PRIORITY: FINANCIAL STABILITY

Goal	- Meeting the strategic workforce needs in a dynamic labor market and environment to deliver high quality care. - Becoming an integral part of the community as an employer, providing entry points into the workforce, and fostering career and growth opportunities to Hawai'i residents.
Strategy:	Build an external talent pipeline.
Action: Program/Activity/Tactic/Policy	
Build strategic partnerships including, but not limited to: • Healthcare Association of Hawai'i • Hawai'i Chamber of Commerce: Building integrated programs • Windward Community College: Acute Care Nursing Assistant program • Leeward Community College: Patient Access Representative program • COPE Health Scholars: Medical Assistant and Training and Career Pathway program	
REPORTING: YEAR 3 CHIS ACTIVITIES	
FY 2025 Yearly SUMMARY:	
Adventist Health Castle invested in a new clinical volunteer program with a go-live date of August 2025. Our Compass Healthcare Program is an opportunity for individuals to explore careers in healthcare. Through hands-on patient experience and direct support of clinical staff, participants gain invaluable exposure to real-world healthcare settings. Our goal is to provide students with the opportunity to Grow, Explore, Engage, and Experience a broader view of healthcare. Participants receive mentorship, work alongside professionals, and deepen their understanding of healthcare career paths—all while living our mission of sharing God's love by inspiring health, wholeness, and hope in every interaction. The goal is to provide students with the opportunity to Grow, Explore, Engage, and Experience a broader view of healthcare. Enrolled a total of 17 community members to the Compass Healthcare Program. • 11 high school students • 6 adults AHCS also integrated a Workforce Readiness component to help students who are eager to pursue a healthcare career now or in the future. This includes coaching and mentorship in professional skills, communication, teamwork, time management, and workplace expectations. By combining Compass Clinical Experience with Workforce Readiness, students gain not only technical knowledge and clinical competence but also the soft skills and professional behaviors essential for success in healthcare. This integrated approach ensures students are prepared—both practically and professionally—as they enter the workforce or continue their education. Department rotations include but are not limited to: • Hospital inpatient nursing departments • Outpatient/ancillary services • Support service departments	

Strategy 2:	Develop Career Awareness with underserved and vulnerable populations in order to address the wide community gap in employment.
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Actions:	
Program/Activity/Tactic/Policy	
Career Awareness through participation in: • High school teacher externship pilot • High school career fairs • High school field trips • Opportunity awareness • Military collaborations • Social media campaigns	
REPORTING:	
YEAR 3 CHIS ACTIVITIES	
FY 2025 SUMMARY	
Adventist Health Castle continued to play a central role in developing healthcare career pathways through the Workforce Readiness Program that supports individuals who have experienced hardships that may have disrupted their career development. In partnership with local organizations, we provided on-the-job training, volunteer opportunities, and access to both clinical and non-clinical positions within the hospital. Participants also received assistance with resume development, interview preparation, and job-readiness skills. To further support long-term success, we offered wraparound services such as help with government and community financial benefits applications and referrals to community resources tailored to each participant's needs. Building off 2024's career awareness opportunities, the Adventist Health Castle Community Outreach team expanded the intentionality of these experiences. We expanded our community outreach to better serve both elementary and secondary education by creating meaningful, hands-on learning opportunities for students and educators. Through hosted field trips, we welcome classes onto our campus where students can engage directly with real-world environments, while teachers gain valuable extensions to their curriculum. In addition, our team brings interactive career experiences directly to schools, helping students explore diverse career pathways, build awareness of future opportunities, and connect classroom learning to practical applications. Together, these efforts strengthen partnerships with schools and inspire the next generation through engaging, accessible experiences.	

Adventist Health Castle ADDRESSING HIGH PRIORITY: HOUSING

Goal	Establish partnerships utilizing community healthcare coordinators to connect the homeless and those with housing instability with existing services and programs that lessen financial burden and facilitate available resources between client and organization.
Strategy 1:	Collaborate through community partnerships that focus on efforts to assist in housing stability. The existing efforts will engage in resources available to assist in disparities that include but are not limited to financial assistance, government assistance, workforce development, access to care and food security services.

Actions:

Program/Activity/Tactic/Policy

- Integrate services with community outreach and case management along with external community partners.
- Maintain and track responses and direct them to identified community resources as appropriate.

REPORTING

YEAR 3 CHIS ACTIVITIES

FY 2025 SUMMARY

In 2025, Adventist Health Castle accomplished the following programs/activities.

- Maintained an online database with KEY Project for FindHelp.org. KEY Project Find Help by findhelp - Search and Connect to Social Care
- Created and implemented a pipeline for both current and new associates to access resources for financial, community, and social hardships.
- Collaborated with internal educational training programs promoting both clinical and non-clinical based careers to the community.
- Partnered with the Adventist Health Castle Community Outreach Hui and Education and Training team to implement training cohorts:
 - Acute Care Nursing Assistants: 3 Cohorts, 9 Graduates
 - Medical Assistants: 2 Cohort, 8 Graduates
 - Total: 17 Graduates

Adventist Health Castle Community Outreach maintained the following activities as reported in 2025:

- **2025 Total:** Connected with 782 community members through 38 outreaches
 - Quarterly efforts with Hui Mahiai and Weinberg Village providing workforce and social services to residents.
 - Completed outreaches to promote jobs available, job training, job requirements, job skills, community colleges in development, housing stability services, support services and Workforce Readiness Program.
 - Maintained pipeline for Adventist Health Castle Case Management with providing social services for patients at Adventist Health Castle.

We also established our Adventist Health Castle Ko'olau Community Resource as an integral go-to resource for our staff, patients and community members.

Adventist Health Castle ADDRESSING HIGH PRIORITY: MENTAL HEALTH

Goal	Provide quality care and mental health support for the Windward community and State of Hawaii.
Strategy:	Increase and improve access to inpatient behavioral health services
Action:	
Program/ Activity /Tactic/Policy	
• Improve the transfer process — Adventist Health Castle has improved the quality of care and ability to expedite transfers from other medical facilities. Castle will continue to facilitate • Support the Honolulu Police Department through efficient intake and assessment processes for individuals brought in by officers that need mental health care. • Track transfer data and performance related goals for increasing the number of patients with behavioral health needs to be accepted to Adventist Health Castle Behavioral Health services unit. • Continue working with community programs to improve discharges to programs that help keep former patients mentally and physically healthy.	

REPORTING:
YEAR 3 CHIS ACTIVITIES
FY 2025 SUMMARY
In 2026, Adventist Health Castle began NAMI (National Alliance for Mental Illness) training for Castle staff to learn how to provide support groups for families and loved ones of individuals diagnosed with mental illnesses. Educational programming was provided for all Castle staff through a presentation from nationally renowned speaker Kody Green. Kody provided information on mental illness and how to support others with these illnesses. Through community collaborations, Castle participated as the first facility in Hawaii to offer medicinal case management that follows discharged patients to ensure they continue their psychiatric medications. The pilot program is supported by a grant from Johnson & Johnson awarded to Five Minute Pharmacy who provides case management and mobile medicinal follow up care.

AH Castle ADDRESSING HIGH PRIORITY: MENTAL HEALTH

Goal	Evaluate additional behavioral health services that are not limited to detoxification and telehealth psychiatric services.
Strategy:	Optimize and increase access to behavioral health services
Population served:	State of Hawai'i with the primary focus on Windward O'ahu
Internal partners:	Adventist Health Castle Chief Medical Officer, Chief Nursing Officer, Chief Finance Officer and Adventist Health Castle Business Development Director
External partners:	Insurance payors, service providers and other unidentified partners
Action:	
Program/Activity/Tactic/Policy	
- Evaluate potential needs, abilities to provide services, and sustainability of additional services. - Telehealth psychiatric services and alcohol or opioid detoxification services are not currently available at Adventist Health Castle and have potential as additional services within the behavioral health service line. - Other strategies may also benefit the community but are not identified. - Telehealth psychiatric services for adolescent consults at Adventist Health Castle have recently been deployed within our Emergency Department to address potential adolescent needs we do not have the capability for.	
REPORTING: FY 2025 CHIS YEAR THREE	
YEAR 3 CHIS ACTIVITIES	
FY 2025 SUMMARY	
- Engaged and created partnerships with Kaiser Permanente Behavioral, Aloha Care, Ohana Care, and HMSA to improve patient flow, and increase services and Emergency Department referrals. - Maintained and continued community collaborative meetings with members from key stakeholders in the community such as the state legislature, NAMI, Patient self-help, Po'ailani, Hina Mauka, and former Department of Health. - Collaborated with Institute of Human Services to expand mental health services for homeless through meetings with AHCS social workers and IHS case managers to petition for medicinal orders for discharged patients that prevent returns to jail and inpatient hospitalization. This legal program is called A.C.T. - Maintained and continued community partnerships with Adventist Health Castle Community Outreach through presence at community events. - Primary Sponsor of the annual Hawaii NAMI conference and participated in the annual NAMI Walk where we strengthened our relationship with other mental health entities and hospitals.	



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 Hawai'i and work with us to find solutions to create communities that embody well-being.

The purpose of the Community Health Needs Assessment was to offer a comprehensive understanding of the health needs in Adventist Health Castle'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 the following:

- Alignment with the Adventist Health mission.
- Use of services, which provide meaningful impact based on our resources and expertise.
- Opportunities to collaborate with community partners that extend beyond healthcare to address root causes.

For further information about the process to identify and prioritize significant health needs, please refer to the Adventist Health Castle CHNA report at the following link: 2022 CHNA-Castle.pdf at adventisthealth.org/about-us/community-benefit

Adventist Health Castle is an affiliate of Adventist Health, a faith-based, nonprofit integrated health system serving more than 80 communities on the West Coast and Hawai'i. Vision Adventist Health will be a recognized leader in mission focus, quality care and fiscal strength.

Significant Identified Health Needs

The Adventist Health Community Well-Being team and community partners collectively reviewed all relevant significant health needs identified through the CHNA process. The 2022 CHNA identified 11 priorities across three goals. Throughout the process of research and input gathering for the 2022 CHNA, high priorities emerged and have been explored in depth. However, the remaining priorities were identified by community members and leaders as critical to address. These continued needs are referred to as the “Significant Health Needs” by the IRS in Section 501(r)3.

From this group of 11, several high priority health needs were established for Adventist Health Castle. High priority health needs were chosen as they had demonstrated the greatest need based on severity and prevalence, intentional alignment around common goals, feasibility of potential interventions, and opportunities to maximize available resources over a three-year period.

Using the criteria mentioned above, we were able to determine which needs were high priority, as compared to those that were significant needs. The High Priority Needs are the focus of the implementation strategy and this accompanying Implementation Strategy, Year Three Update, FY 2025. The remaining significant health needs are not addressed directly but will likely benefit from the collective efforts in this report.

High Priority Health Needs
Access to Care
Financial Stability
Housing (embedded in several identified needs)
Mental Health
Lower Priority Needs that will not be addressed directly by Adventist Health Castle due to limited resources, expertise and feasibility of viable interventions
Work together for Equity & Justice
Strengthen safe families
Prepare for emergencies
Build good food systems
Community cohesiveness
Environment
Invest in teenagers and healthy starts
Shift kapuna care away from “sick care”

Community Health Financial Assistance for Medically Necessary Care Commitment

Adventist Health understands that community members may experience barriers in paying for the care they need. That is why we are committed to providing financial assistance to those who may need support in paying their medical expense(s).

Community members can find out if they qualify for financial aid in paying medical bills by completing a financial assistance application. Applications can be filled out at the time care is received or after the bill has been administered. To access the financial assistance policy for more information or to contact a financial assistant counselor, please visit us at: [Adventist Health - Help Paying Your Bill](#).



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<https://www.adventisthealth.org/castle/>



Thank you for reviewing our Implementation Strategy Year Three Update, FY 2025. We are proud to serve our local community and are committed to making it a healthier place for all. To provide feedback on this community benefit report or other reports referenced, email community.benefit@ah.org. You may also request a copy free of charge.

To review this report as well as our most recent Community Health Needs Assessment and Community Health Implementation Strategy Please visit: <https://www.adventisthealth.org/about-us/community-benefit/> or <https://www.adventisthealth.org/castle/about-us/community-benefit/>

