ADVENTIST HEALTH
LODI MEMORIAL

2025

IMPLEMENTATION STRATEGY
Year Three Update, FY 2025

January 1, 2025 –
December 31, 2025

Adventist Health
Lodi Memorial

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[ADVENTISTHEALTH:INTERNAL]

Purpose & Summary

Non-profit health systems, community-based organizations, and public health agencies across the country all share a similar calling: to provide public service to help improve the lives of their community. To live out this calling and responsibility, Adventist Health Lodi Memorial conducts a Community Health Needs Assessment (CHNA) every three years, with our most recent report completed in 2022. Part of that process is engaging our community through focus groups, key informant interviews and surveys. Represented and vulnerable populations included: Local governmental and public health agencies, community-based organizations, and leaders, representatives, or members of underserved, low-income, and racial/ethnic populations. Additionally, where applicable, other individuals with expertise on local health needs were consulted

Now that our communities' voices, stories, and priority areas are reflected in the CHNA, our next step was to complete a Community Health Improvement Plan (CHIP), or as we refer to it, a Community Health Implementation Strategy (CHIS).

The CHIS consists of a long-term community health improvement plan that strategically implements solutions and programs to address our 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 Lodi Memorial intentionally developed a strategic plan to address the needs of our community.

In this Implementation Strategy, Year Three Update, FY 2025 also known as the Community Health Plan Update, FY 2025, you will find strategies, tactics, and partnerships that address the following health needs identified in the 2022 Adventist Health Lodi Memorial CHNA:

Access to Care

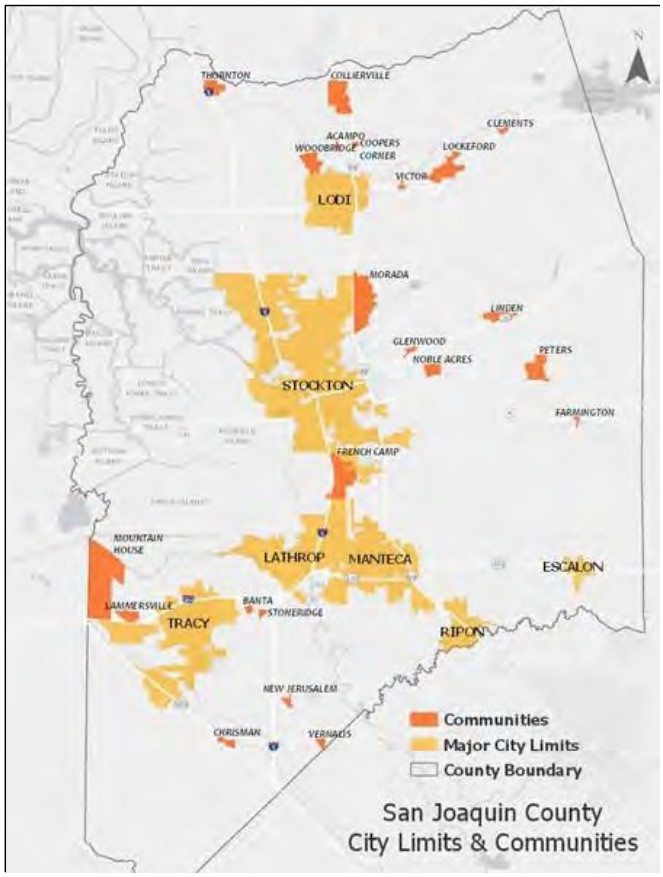
Financial

Stability

Mental Health

Definition of Community Served

Each hospital participating in our CHNA defines its hospital service area to include all individuals residing within a defined geographic area surrounding the hospital. Per the joint CHNA, the hospital partners chose San Joaquin County as the primary service area.



GEOGRAPHIC DESCRIPTION OF THE COMMUNITY SERVED

San Joaquin County, in the Central Valley of California, is roughly 60 miles east of San Francisco and 35 miles south of Sacramento, with a total population of 742,603 (2019). Historically, agriculture has been a strong driver of our economy and many migrants and immigrants have settled here to work in the fields and help with agricultural processing or shipping. The County is mostly rural, with one large urban core (Stockton) and seven smaller cities, as well as many ranching and farming communities scattered across the County.

DEMOGRAPHIC PROFILE OF THE COMMUNITY SERVED

San Joaquin County is home to a high concentration of residents at elevated risk for COVID-19 and who have experienced enormous impacts from the pandemic. A quarter of residents are foreign-born. Overall, 14.5% of residents live in poverty. Residents aged 65 years and older have a poverty rate of 9.9%. The educational attainment of San Joaquin County residents is much lower than California residents. Only 18.8% of County residents aged 25 and older have a bachelor's degree or higher, compared to 33.9% of Californians aged 25 and older that have a bachelor's degree or higher.

Race/ethnicity	
Total Population	742,603
Asian	15.2%
Black/African American	6.7%
Latinx	41.4%
Native American/Alaska Native	0.2%
Pacific Islander/Native Hawaiian	0.5%
Multiple races	3.9%
White	31.9%

Source: US Census, 2019

Socioeconomic Data	
Living in poverty (<100% Federal poverty level)	14.5%
Children in poverty	16.6%
Older adults (ages 65+) in poverty	9.9%
Employed (ages 20-64 years)	52.6%
Insured (ages 19-64 years)	90.5%
Adults with no high school diploma	20.7%
Bachelor's Education or higher	18.8%

Source: US Census, 2019

For a more detailed look into community member comments, facts and numbers that are captured in the CHNA, please visit adventisthealth.org/aboutus/community-benefit. The following pages provide a closer look into our community demographic as well as our approach to the CHIS.

About Us

Adventist Health Lodi Memorial

Adventist Health Lodi Memorial is one of central California's premier nonprofit healthcare providers that encompasses a hospital, multiple medical practice locations and wellness programs. Since we opened our doors in 1952, we have been committed to those who seek our care. Through the decades, Lodi Memorial became not just a hospital, but a pillar for the surrounding community and the people whose pasts and families are intertwined with the organization.

In the decades since we opened, our healthcare organization has expanded remarkably. What was known as Lodi Memorial Hospital for four decades is now Adventist Health Lodi Memorial, a system that encompasses not just a full-functioning hospital, but the vast scope of services available throughout Lodi and surrounding communities.

Surgery, maternity, intensive care, medical care and emergency services have always been key services available at Adventist Health Lodi Memorial, but in recent years, the organization has grown to operate five primary care medical practices, a free outreach clinic and 10 specialty medical practices.

Adventist Health

Adventist Health is a faith-inspired, nonprofit integrated health system serving more than 80 communities on the West Coast and Hawaii. 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 & CHIS

Adventist Health prioritizes well- being in the communities we serve across our system. We use an intentional, community centered approach when creating our hospital CHNA's to understand the health needs of each community. After the completion of the community assessment process, we address health needs such as mental health, access to care, health risk behaviors, and others through the creation and execution of a Community Health Implementation Strategy (CHIS) for each of our hospitals and their communities.

The following pages highlight the key findings the Adventist Health Lodi Memorial identified as top priority health needs, or as we refer to them in this report, 'High Priority Needs.' The High Priority Needs are addressed in this Community Health Implementation Strategy and are reported on a yearly basis through the Annual Community Benefit Health Plan Update. This is year three, of a three-years 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 Lodi Memorial provided in 2025 to address each selected High Priority Need.

ADDRESSING HIGH PRIORITY: Access to Care

GOAL	Collaborate with community partners to provide older adults with access to routine medical and social care to alleviate isolation and timely care of non-chronic conditions.

Strategy:	Utilize Adventist Health's current Adult Daycare Services program as a one-stop hub for routine medical and psychosocial care for older adults.

Action: Program/Activity/Tactic/Policy
Explore feasibility of expanding primary care services to the aging population. Provide basic medical services at the Adult Daycare Center as a community resource, e.g. flu vaccinations.

FY 2025 YEAR THREE
Conduct evaluation of expanded Lodi Daycare program.

COMMUNITY IMPACT Access to Care SUMMARY/ALL STRATEGIES

CalAIM HEALTH NAVIGATORS

- Our Enhanced Care Management (ECM) contract with Health Plan of San Joaquin was finalized and includes ECM services provided by Adventist Health lead care managers (LCM) who will be hired under this contract. Enhanced Care Management (ECM) is an essential component of California Advancing and Innovating Medi-Cal (CalAIM). ECM is a Medi-Cal managed care benefit providing community-based care management for individuals experiencing homelessness, behavioral health needs, substance use, children involved in child welfare and individuals transitioning from incarceration. LCMs work individually with enrolled patients to provide up to a year, or more, of case management services, linking them to community resources such as but not limited to, transportation to medical appointments, food support, and access to medical and mental health services to improve health outcomes and overall well-being.
- This contract provides for the hiring of two LCMs. They will work with AHLM social workers to provide post-discharge continuity of care for qualified patients.
- We are planning to provide them with office space in proximity to the Adventist Lodi Memorial Social Work team to facilitate timely hospital discharges and seamless case management transitions for patients meeting program criteria.
- There is also the possibility of connecting our LCMs with the Lodi Access Center which will be operated by Outreach Ministries International in managing discharged patients.
- Recruitment is underway to fill the two LCM positions in 2026.

FREE SPORTS PHYSICALS FOR LOCAL HIGH SCHOOLS

A team of Adventist Health physicians and staff volunteers provided more than 800 students free onsite sports physicals at Tokay High School, Lodi High School, and Bear Creek High School in May 2025. Conducted at each school on different days, this effort supports Lodi Unified School District high school athletic programs and their students that want to participate in their sports programs. By providing a convenient and efficient way to meet this important health and safety requirement to ensure students are able to

[ADVENTISTHEALTH:INTERNAL]

participate in their chosen sports safely, we are not only providing access to care, but also supporting active, healthy lifestyles for young people.

HEALTHCARE PROVIDER RECRUITMENT

In 2025, Adventist Health Lodi Memorial (AHLM) was able to hire four new physicians, two new physician assistants and two new nurse practitioners to address access to care issues. AHLM service area has a population of more than 350,000 and 58 primary care physicians per 100,000 people. This is well below the national average of more than 103 primary care providers per 100,000 residents. Successful recruitment of providers included two obstetrician/gynecologists; two nurse practitioners (including family practice); two physician assistants (orthopedics and surgery); one physical medicine/rehabilitation physician and one colorectal surgeon.

STRATEGY THAT CHANGED DURING THE YEAR:

In 2024 a feasibility assessment revealed that our Lodi Adult Daycare Center at Hutchins Street Square has limited operational space that can only accommodate its established client capacity. The cost of leasing adjacent building space combined with additional staffing to provide services was prohibitive. Security/safety concerns were also identified as barriers to pursuing this solution.

Feasibility Assessment: After reviewing the current facility footprint for the Lodi Adult Daycare Center at Hutchins Street Square we confirmed that it can only accommodate its current client capacity based on required staffing ratios and operational square footage. This will not allow us to accept additional foot traffic that would be generated by offering additional basic health services for the 75+ population. Additionally, there are also general security concerns about opening public access to these offices while providing client services.

Hutchins Street Square is owned by the City of Lodi and had space adjacent to our Adult Daycare Center office. However, the cost of leasing the space combined with the need for dedicated staff to provide services was prohibitive and not pursued as an option.

We received feedback that in the city of Lodi, residents of the Heritage District in the northeastern section experience a higher level of health challenges. Providing access to care in that area will likely yield a greater positive impact in this regard. We determined that this would be an area of focus for improving access to care.

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ADDRESSING HIGH PRIORITY: Financial Stability

GOAL 1	Provide supportive environment for members of vulnerable populations to gain exposure and skills for employability in allied health professions.

Strategy 1: Provide internships, externships, and apprenticeship opportunities in medical and allied health professions
Action: Program/Activity/Tactic/Policy
• Review existing training programs to determine opportunities to continue, enhance or revise. • Collaborate with existing community high school and post-secondary institutional programs to identify eligible students. • Review current learning partnerships in consultation with Health Force partners. • Meet with AH executive leadership to discuss/approve changes/enhancements.

FY 2025 YEAR THREE
Meet with all stakeholders to review shared data in light of current healthcare market training needs. Identify and expand training opportunities with additional educational partners.

GOAL 2	Advocate for and collaborate with community partners to connect community members with services that will reduce the burden of childcare and make them available to acquire skills for employability.

Strategy 2: Partner with community agencies to provide childcare services for eligible parents enrolled in schools and colleges
Action: Program/Activity/Tactic/Policy
Ensure case managers at Lodi Memorial ED are active on the Unite Us digital referral platform in order to connect eligible patients to relevant service providers. Streamline the referral and communication process between ED case managers and Camp Hutchins Child Daycare center for parents requiring support. Increase use of Unite Us overall for better connection of patients with community services as appropriate.

FY 2025 YEAR THREE
Evaluate success of the program after year two and implement improvements.

GOAL 3	Collaborate with partners to connect community members with support services and education to lessen financial burden.

Strategy 3: Utilize existing intake and discharge processes to connect and enroll community members experiencing financial burden into health care coverage programs and refer them to reduced or free services and programs.
Action: Program/Activity/Tactic/Policy
Effectively enroll uninsured patients in appropriate health plan programs such as CalAIM. Refer uninsured and underinsured patients to community resources to help address their healthcare and psychosocial needs.

FY 2025 YEAR THREE
Evaluate success of patient coverage referrals and identify additional barriers to be addressed.

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COMMUNITY IMPACT Financial Stability SUMMARY/ALL STRATEGIES

ADVENTIST HEALTH LODI MEMORIAL LAUNCH PROGRAM

Adventist Health is answering the urgent call to strengthen the healthcare workforce pipeline through the creation of the LAUNCH Program – Learning and Understanding New Careers in Healthcare – a work-based learning program designed to help bridge the gaps between education and real-world healthcare work experience. By aligning with the existing pathways work in K-16 education, LAUNCH provides students with immersive, hands-on opportunities to explore healthcare careers, gain practical experience, and connect classroom learning to meaningful, purpose-driven work needed to make informed choices about their future.

The LAUNCH program began accepting students in December 2025 and designed to address the critical healthcare labor shortages within San Joaquin County and at Adventist Health Lodi Memorial. The program provides up to 35 high school and college students in year one with the opportunity to explore, engage, and experience healthcare careers through a hands-on approach designed to help them grow and navigate the next steps in their future.

Unlike other industries, healthcare has long faced barriers to traditional apprenticeships and externships due to patient privacy, liability concerns, and strict regulations. Adventist Health is working to remove this red tape by creating safe, structured, and compliant opportunities for students to engage directly in healthcare environments. Through immersive learning experiences, LAUNCH opens doors where they have historically been closed.

By breaking down barriers and expanding access, Adventist Health empowers students to envision themselves in healthcare roles earlier in their educational journey. In turn, LAUNCH strengthens the local talent pipeline, diversifies the future workforce, and sures that tomorrow's professionals are prepared to deliver the high-quality patient care that the Central Valley communities deserve.

In February 2026, the LAUNCH program:

- Received 110 applications
- Accepted 41 students in its first cohort
- Has 37 LAUNCH learners actively participating in the program

DECISION MEDICINE PROGRAM

On July 17, 2025, Adventist Health Lodi Memorial hosted the San Joaquin Medical Society's Decision Medicine Program, comprised of 24 promising high school students interested in pursuing medical careers. These are students who are high achieving with an average GPA of 4.15, come from lower income households and underrepresented and would not otherwise have the opportunity to interact with medical professionals for pathway advice. The students participated in tours and interactive activities with staff that included the catheterization lab, CT imaging, a Lab tour, and an infection prevention handwashing exercise. They also engaged with a general surgeon for advice on how to best achieve their career aspirations in medicine.

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HEALTHCARE INTERNSHIP AND RESIDENCY PROGRAMS

We continue to partner with educational institutions to offer internships and residency opportunities to their students in many areas including nursing, diagnostic imaging, pharmacy, medical assistants, physician assistants and EMT/paramedics. In 2025, more than 54 thousand preceptor hours were provided at Adventist Health Lodi Memorial, and we continue to expand the range of healthcare professional development opportunities.

HOPE NURSING PROGRAM

In 2021, the Board of Registered Nursing approved 40 fast track (18-month associate degree in nursing) positions annually at San Joaquin Delta College (indefinitely). Half of them have been dedicated to the HOPE RN program. This enables Partners to have a direct talent pool of nursing candidates to be employed at partnered employers.

The current cohort (Cohort #6) has 10 incumbent workers at Adventist Health Lodi Memorial. Cohort #5 graduated in 2025 and a total of 26 out of the 30 students passed their licensing examination and are transitioning over to the workforce. In Cohort #5, nine out of the 26 graduates were from AHLM.

CalAIM HOUSING SUPPORT

Thanks to a state grant* to build a comprehensive community infrastructure to better address the social determinants of health for Medi-Cal patients, we began supporting unhoused individuals that utilize our services or reside in our community. Adventist Health Lodi Memorial was able to hire two housing support specialists that provide guidance and assistance to housing challenged patients for up to a year. They began accepting referrals for patients who are Medi-Cal managed care members and:

- Currently homeless
- At-risk of homelessness with one or more disabilities or chronic condition
- Escaping domestic violence situations.

The services provided are housing navigation and deposits. Housing navigation includes creating individualized and time-sensitive care plans, as well as referrals and wrap-around services to ensure success. Once the person is ready, assistance with move-in fees can also be provided. Once the individual is successfully housed, they also provide housing and sustaining services that help the client remain there for up to a year after moving in. Establishing financial stability is a key requirement in securing housing stability.

Our housing support specialists' partner with the hospital's Care Management and Social Work team, who may refer appropriate patients for these services as a part of their discharge planning process.

**Providing Access and Transforming Health: PATH aims to promote health equity by addressing social determinants of health. It seeks to create an equitable, coordinated, and accessible Medi-Cal system that meets the diverse needs of Californians. The PATH CITED initiative provides funding to enable the transition, expansion and development of Enhanced Care Management (ECM) and Community Supports capacity and infrastructure. Helping to address our Medi-Cal patients' housing needs is one way we are supporting their efforts to regain self-sufficiency.*

[ADVENTISTHEALTH:INTERNAL]

ADDRESSING HIGH PRIORITY: Mental Health

GOAL	Collaborate with community partners in addressing workplace related stress as well as mental health concerns that employees may have in the workplace
Strategy: Increase psychoeducational awareness in the workplace	
Conduct semi-annual workplace symposia addressing burnout prevention and available resources. Goal of creating healthy workforce and sustainable productivity.	

FY 2025 YEAR THREE
• Continue seminars/webinars for year three. • Identify additional venues and audience expansion opportunities.

COMMUNITY IMPACT Mental Health SUMMARY/ALL STRATEGIES

WELLNESS SYMPOSIUM FOR EMPLOYERS AND CAREGIVERS

We utilized Adventist Health's partnership with the American Heart Association to co-present educational outreach to the San Joaquin County workforce via their employers. This approach creates an incentive for employer participation by helping them maintain a healthy, productive workforce with reduced absenteeism.

Our Wellness Symposiums are an innovative opportunity for organizations to come together to learn how they can become champions of a culture of health where experts present information supporting physical and mental well-being. In 2025, the in-person event was presented in collaboration with the Lodi Chamber of Commerce which included opportunities for networking.

The "Summer Wellness Symposium: Mind and Body" was held in July at the Lodi Fairfield Inn for an expert panel discussion on physical and mental well-being for children and caregivers to build strong, healthy families. The panel of speakers included an Adventist Health family practice provider and experts from the Lodi Boys and Girls Club and One-Eighty Lodi. They provided knowledge and guidance on how parents, guardians, and caregivers can best support the health and well-being of youth as they enter a new academic year.

This event was open to employers and the community. Attendees from more than 20 organizations participated in the engaging discussion and robust question and answer session that followed.

STOCKTON OVERDOSE AWARENESS DAY

On August 23, 2025, our community outreach team of housing support specialists and substance use navigators hosted a table at the Stockton Overdose Awareness Day community event at First Presbyterian Church in Stockton, CA. The event was largely attended by individuals in recovery for substance use disorder, many of which would not have a place to go after graduation. Our team spoke with many homeless individuals in recovery. They also identified a new resource and referral pathway – working with substance use recovery programs directly to identify and enroll new patients in Housing Navigation. They presented information for participants on our housing support and substance use support programs and personally shared information with several other service providers to expand their referral network.

[ADVENTISTHEALTH:INTERNAL]

MENTAL HEALTH/BEHAVIORAL HEALTH INCLUDING SUBSTANCE USE

Adventist Health Lodi Memorial (AHLM) has continued to utilize the funds from the Behavioral Health Pilot Project (BHPP) to support a Substance Use Navigator (SUN) in the emergency department (ED). The SUN's role is to evaluate and assess individuals in the emergency department (ED) who may have a substance use disorder. The SUN establishes a referral network within the community with the different available resources for people with substance use disorder, including outpatient medication-assisted treatment (MAT), residential care, housing/shelter needs, etc. The SUN then works closely with ED staff to support the comprehensive care of individuals with substance use disorders, including working with ED providers, nurses, case managers, social workers, and others.

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Adventist Health Lodi Memorial Additional Narrative: Other programs/activities not included in the 2023 CHIS Strategic Plan that support community impact	**Process Measures**
WORLD KIDNEY DAY HEALTH CELEBRATION AT LODI SIKH TEMPLE On March 17, Adventist Health Lodi Memorial participated in the World Kidney Day celebration at Desmesh Darbar Sikh Temple in Lodi. The purpose of the event was to raise awareness about kidney disease and promote overall community health. Activities included blood donation drive, various medical and vision screenings and health consultations. The Adventist Health Lodi Memorial team, comprised of six staff volunteers, encountered more than 400 people, provided more than 100 blood pressure tests and distributed 300 free COVID home test kits.	400 attendees
COMMUNITY EVENTS: LODI FARMERS MARKET Every year, Adventist Health Lodi Memorial supports community education at the Lodi Farmers' Market as the Lodi Chamber of Commerce's "Business of the Week." **August 21: Perinatal Services Department** Our perinatal services department shared information about the hospital's local maternity services. The team provided resources on labor options, highlighted their Spinning Babies specialty, and inspired women with an interactive "Your Birth, Your Voice" board. Nearly 100 visitors enjoyed interactive games, prizes, and demonstrations of different options for laboring mothers.	100 participants
August 28: Quality Department and Emergency Department Our hospital's Quality Management Services (QMS), Acute Physical Rehabilitation (APR), and Emergency Department (ED) teams partnered together to provide health education at The Lodi Farmers' Market. The team provided stroke education including the BEFAST stroke protocol and the use of emergency medical services to get stroke victims to the hospital as soon as possible and within 4 hours from onset of symptoms. Our team provided resources outlining the stroke acute rehabilitation services offered by AHLM and also included child-friendly education with a Spin-to-Win Prize Wheel! More than 150 people participated in our booth's activities.	200 participants

[ADVENTISTHEALTH:INTERNAL]

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. Health needs are defined as including requisites for the improvement or maintenance of health status both in the community at large and parts of the community (such as specific neighborhoods or populations experiencing health disparities). Requisites may include addressing financial and other barriers to care as well as preventing illness, ensuring adequate nutrition, or addressing social, behavioral, and environmental factors that influence health in the community. Health needs were identified by the comprehensive identification, interpretation, and analysis of a robust set of primary and secondary data.

THE FOLLOWING CRITERIA WERE USED:

- It fits the definition of a "health need" as described above.
- It was confirmed by multiple data sources (i.e., identified in both secondary and primary data).
- Indicator(s) related to the health need performed statistically significantly worse than the state average.
- It was chosen as a community priority. Prioritization was informed by the frequency with which key informants and focus groups mentioned the need. The final list included only those that informants and focus groups identified as a need.

Highest Priority needs are the focus of the Community Health Implementation Strategy and this accompanying Community Health Plan Update, FY 2025.

NINE HEALTH NEEDS MET THE ABOVE CRITERIA:

HIGHEST PRIORITY

- Mental Health/Behavioral Health Including Substance Use
- Access to Care
- Income and Employment/Financial Stability

MEDIUM PRIORITY

- Housing
- Chronic Disease/Health Eating, Active Living (HEAL)
- Community Safety

LOWER PRIORITY

- Family and Social Support
- Education
- Transportation

Medium and Lower priority needs will not be addressed directly by Adventist Health Lodi Memorial due to limited resources, expertise and feasibility of viable interventions but will likely benefit from the collective efforts defined in this report.

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 contact a financial assistant counselor, please visit us at; Adventist Health - Help Paying Your Bill.

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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, please 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/lodi-memorial/about-us/community-benefit/
https://www.adventisthealth.org/about-us/community-benefit/

Adventist Health
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