



IMPLEMENTATION STRATEGY
YEAR Three UPDATE, FY 2025
January 1, 2025-December 31, 2025

2025

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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 Portland conducts a Community Health Needs Assessment (CHNA) every three years, with our most recent report completed in 2022. Communities included: rural, youth, people with substance use disorders, immigrant populations, unhoused or people experiencing houselessness, older adults and older people impacted by incarceration, people with disabilities, people who identify as Lesbian, Gay, Bisexual, Transgender, and those that fall outside cisgender and heterosexual paradigms, and BIPOC-AI/AN populations. Now that our communities' voices, stories, and priority areas are reflected in the CHNA, our next step is 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 Portland 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 Portland CHNA:

Access to Care

Food Security

Health Risk Behaviors

Housing

Getting to know the Adventist Health Portland service area

East Portland, Adventist Health Portland's key service area, is a vibrant and diverse community with a total population of around 520,554 individuals from east Multnomah and Clackamas counties. In addition to many businesses and residences, East Portland is home to the Portland International Airport and the intersection of I-205 and I-84, the gateway to the Columbia River Gorge and Mt. Hood.

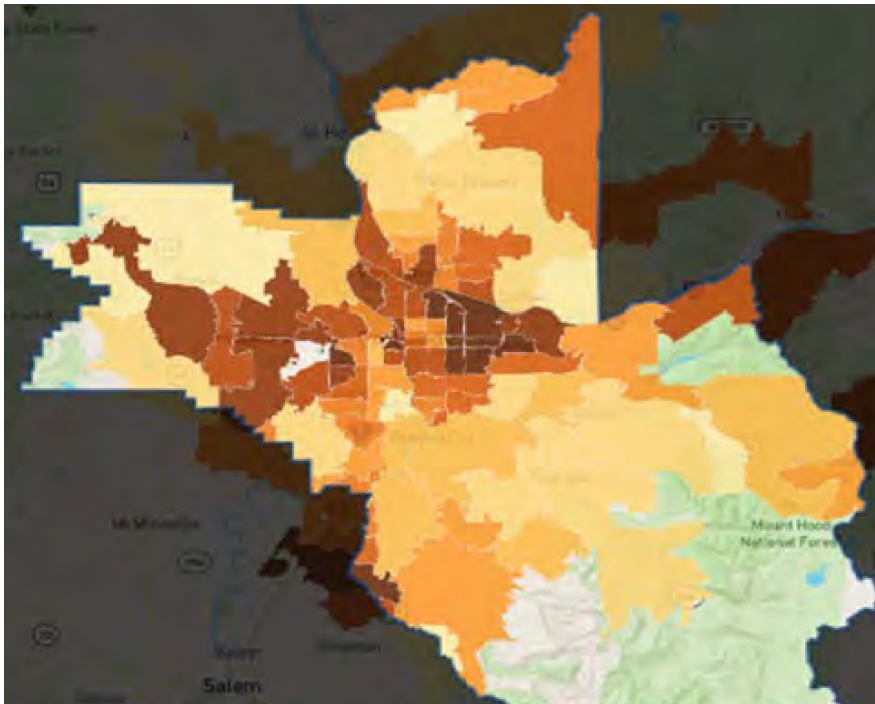
The median household income is \$98,912, compared with the statewide median of \$65,667. This higher median income is in part due to several affluent urban neighborhoods within our service area and not fully reflective of the

needs of the service area. Payor mix in Adventist Health Portland's service area is predominately Medicaid and Medicare. The largest segment of the population (28.6%) is made up of residents aged ages 35-54.

While the median household income for the service area overall indicates relative wealth, the David Douglas School District #40, which encompasses the medical center's main campus, provides a stark snapshot for this area. The combined student body of around 8,500 in grades Kindergarten through 12 includes 67.6% who identify as Hispanic, Native American, Asian, Black, Pacific Islander and multiple ethnicities. The district is very diverse

with over 70 spoken languages represented in the student population. And at the various schools, the percentage who qualify for free and reduced lunches ranges from 60.27% to 94.5%. Using the estimate that 5% of students who qualify for free and reduced lunches may be unhoused or living in unstable housing gives a range of 288-401 students.

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



What if our community worked together and made life all-around better?
What if we offered various pathways to meet our diverse needs, so every member of our community experienced better health, prosperity and longevity?

About Us

Adventist Health Portland

Adventist Health Portland, an Oregon Health and Science University (OHSU) Health partner, is a faith-based, non-profit health care network consisting of a 302-bed medical center, 27 medical clinics, and home care and hospice services in the Portland metro area. Our full-service acute care medical center provides a complete range of inpatient, outpatient, emergency and diagnostic services to communities on Portland's east side. Our key services include cardiovascular care, emergency services, primary and urgent care, radiation oncology, surgery, imaging, rehabilitation, pregnancy care, and labor and delivery.

Our compassionate and talented team of over 1,900, includes associates, medical staff, physicians, allied health professionals and volunteers driven by one mission: living God's love by inspiring health, wholeness and hope. Together we are transforming the health care experience with an innovative, yet timeless, whole-person focus on physical, mental, spiritual and social healing. Annually, we have about 14,000 hospital admissions and surgeries, 500 deliveries, 40,000 emergency room visits and more than 500,000 outpatient visits.

Adventist Health Portland is also part of Adventist Health, a faith-based, non-profit integrated health system serving more than 75 communities on the West Coast and in Hawaii.

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 Portland well-being steering committee and community partners identified as top priority health needs, or as 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 Benefit health Plan Update. This is year three, of a three-year strategy to improve the health of the 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 Portland provided in 2025 to address each selected High Priority Need.

GOAL Access to Care	Increase access to care by identifying barriers that prevent patients from accessing the health and human support services they need and collaborate with community-based organizations (CBO) to meet needs and break down barriers.
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Strategy:	Strengthen referral processes and address identified barriers that inhibit patients from accessing needed health and human support services.
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FY 2025 YEAR THREE Program/Activity
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- Continue to actively facilitate evaluation, reporting, and improvement of the referral process. Use lessons learned to improve patient experience of access to the services and support they need.
- Continue to facilitate the evaluation, adaptation, and translation of communications materials as needed.
- Continue working with internal and external groups to engage, evaluate, and realign efforts with various CBOs as needed.

COMMUNITY IMPACT Access to Care SUMMARY
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Q1

- Provided payment of \$40,081 to Project Access Now for donated care, insurance support, community health and community assistance programs.
- Printed and distributed 120,000 issues of Living Well magazine which educates the public on screenings, vaccines, healthy living and access to care in the area.

Q2

- Provided payment of \$55,882 to Project Access Now for donated care, insurance support, community health and community assistance programs.
- Contributed \$2,500 to North by Northeast a non-profit organization which is the only medical clinic in Oregon devoted to African American /Black health through primary care services and health education.
- Contributed \$10,000 to the American heart Association the nation's oldest and largest voluntary organization dedicated to fighting heart disease and stroke.
- Contributed \$2,500 to the Slavic Community Center of NW a non-profit working to improve understanding and access to healthcare in the Slavic community.

Q3

- Translated Women's Health guide to preparing for delivery in Russian, Ukrainian, Vietnamese and Chinese for our patients.
- The audiologist attended the Compassion Connect pop-up clinic which serves the homeless as well as socially isolated seniors in our area.
- Printed and distributed 120,000 issues of Living Well magazine which educates the public on screenings, vaccines, healthy living and access to care in the area.

Q4

- Contributed \$1,500 to the Asian Health & Service Center a non-profit who aims to reduce health inequity and improve health care quality for all Asians.
- Printed and distributed 120,000 issues of Living Well magazine which educates the public on screenings, vaccines, healthy living and access to care in the area.
- Collected 1,000 lbs. of clothing through our hospital and clinic clothing drive for patients who do not have clothing at discharge and had clothing professionally cleaned and donated the surplus to CBO partner PACS.

STRATEGY THAT CHANGED DURING THE YEAR:

The Knight Cancer Institute grant awarded to the AHP Foundation—intended to identify barriers preventing East African immigrants from accessing care—was returned due to staffing shortages and transitions that caused unavoidable delays. To ensure future success, we plan to reassess staffing capacity, strengthen cross-departmental support, and reapply when we can fully resource the project and sustain the required timelines.

ADVENTIST HEALTH COMMUNITY IMPACT IN THE NEWS:



The Community Closet was nearly empty, and donations came pouring in once we sounded the alarm. Surrounding clinics held their own sock and underwear drive to supplement what was collected at the hospital.

GOAL Food Security	Increase access to nutritious foods by collaborating with community-based organizations (CBO) to increase awareness and linkage with nutritious food resources, land to grow personal crops, and culturally sensitive food.
Strategy:	Be a resource that links people with nutritious food outlets, provides free access to whole foods/on-site community garden for growing personal crops, and promotes culturally sensitive foods.
FY 2025 YEAR THREE Program/Activity	

- Continue to facilitate, evaluate and expand/scale/adapt whole foods/on-site garden program. Early ideas include outdoor community gathering place, farmer's market style opportunity.
- Continue to evaluate and expand/scale/realign CBO partnerships related to free food and/or culturally sensitive food.
- Use lessons learned to work with internal and external groups to evaluate effectiveness and realign efforts as needed.

COMMUNITY IMPACT Food Security SUMMARY	
Q1	• Sponsored by a grant from Trillium Community Health Plan, Adventist Health Portland partnered with Meals on Wheels in all four quarters of 2025 to serve 76 patients and 36 family members with 12,479 tailored meals to patients who have self-reported food insecurity for up to 120 days post discharge. This service provided nutrition security to support their health, reduce stress around food access, and manage chronic illness symptoms following a hospital stay. • Hosted a Heart Health cooking demo for the public. • Created and distributed Heart Healthy recipe cards. • The Outgrowing Hunger Garden on our campus which provides approximately 57 immigrant families with land to grow their own culturally sensitive produce. • AHPL hosted First Friday community event and provided healthy dinners for approximately 70 people each month. • Volunteers came together to create over 100 greeting cards and placemats for Meals on Wheels clients who suffer from isolation. These greetings' intent is to help isolated seniors feel more connected and loved.
Q2	• Continued support of the Outgrowing Hunger Garden on our campus which provides approximately 57 immigrant families with land to grow their own culturally sensitive produce. • Promote the Summer Produce stand through social media and direct mail to local residents. • Held a household goods drive for our partner Portland Adventist Community Services. Proceeds from sales of goods go to their food pantry for local families with food insecurity.
Q3	• The Outgrowing Hunger Garden on our campus is ripe with summer produce. Approximately 57 immigrant families continue to use our community garden. • Held a weekly produce stand on campus for 12 weeks (about 3 months) featuring immigrant farmers from Mexico and Africa. Provided affordable culturally sensitive and healthy fresh produce for the community and employees in an area considered a food desert. Printed incentive wellness bucks for employees and community members. • Contributed \$5,000 to Portland Adventist Community Services, a faith-based organization that works with community partners and volunteers to provide food to community members with food insecurity. • Contributed \$1,000 to Lift Every Voice Luncheon
Q4	• Continued support of the Outgrowing Hunger Garden on our campus. • Donated 1,500 lbs. of food to PACS collected at our Thanksgiving Celebration.

ADVENTIST HEALTH COMMUNITY IMPACT IN THE NEWS:



GOAL Health Risk Behaviors	Provide low barrier access to treatment referrals and wrap-around supports for patients with substance use disorders (SUD) via collaboration with community-based organization (CBO) partners.
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Strategy:	Develop a mental health and SUD treatment framework that supports Emergency Department staff with best care practices for patients with substance use disorders or substance-induced medical emergencies and that facilitates low barrier referrals to engaged CBO partners.
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FY 2025 YEAR THREE Program/Activity
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- Evaluate, continue/expand/scale CBO partnerships for priority and low barrier SUD/mental health treatment.
- Facilitate ongoing SUD care training and support for Emergency Department staff.
- Use lessons learned to become a trusted resource for exceptional cultural sensitivity and diverse care providers among additional identified populations in our service area.

COMMUNITY IMPACT Health Risk Behaviors SUMMARY/ALL STRATEGIES:

- Q1
- Contributed \$5,000 to Fora Health, a non-profit treatment center offering a trauma-informed and evidence-based approach to the treatment of SUD and co-occurring mental health disorders.
 - SUD Fora peer is stationed in our ED Monday through Friday, supported by a MHAO grant to assist patients seeking resources and providing emotional support.
- Q2
- Nurses, physicians, and social workers participated in observation shifts at Fora Health to learn more about SUD patients, their limitations, and struggles.
 - Held a Lunch and Learn education presentation on Safe searches/exposures, Fentanyl/Xylazine contamination, combating opioids, IMPACT SharePoint site.
 - Purchased supplies for 100 welcome hygiene kits for residents of the Oregon Change Clinic, our CBO who works with people who have SUD and may be homeless.
 - Conducted a site visit at Oregon Change Clinic's new facility to see how much additional space they have for treating SUD patients as well as house them and discuss how to partner in the future for more support from AHP.
 - Held a book, puzzle and game drive for residents of the Oregon Change Clinic who are provided housing in exchange for enrolling in and continuing SUD therapy. Over 400 items were collected and distributed.
- Q3
- SUD Fora peer is stationed in our ED Monday through Friday, supported by a MHAO grant to assist patients seeking resources and providing emotional support.
- Q4
- SUD Fora peer is stationed in our ED Monday through Friday, supported by a MHAO grant to assist patients seeking resources and providing emotional support.

ADVENTIST HEALTH COMMUNITY IMPACT IN THE NEWS:



Lunch & Learn

Join us for a 30-minute educational presentation organized by our patient care team. Come connect with others while developing your knowledge and skills.

Impact Team - Answers to common questions.

Topics include:

- Safe searches/exposures
- Fentanyl/oxycodone contamination
- Combating opioids
- IMPACT SharePoint site
- Smoking policy

Lunch and learn sessions are presented by our nursing team, but open to all associates and providers.

Save the Date

Tuesday, April 8
12:30–1 p.m.
Adventist Health Portland
Amphitheater D



Join online
Via Microsoft Teams



GOAL Housing Access	Increase access to safe and affordable housing/housing support services for un-housed patients of Adventist Health as well as community members with significant housing cost burden.
Strategy:	Leverage patient care intake and discharge contact points to increase awareness of and access to safe and affordable housing/housing support services provided by community-based organizations (CBO).
FY 2025 YEAR THREE Program/Activity	
- Continue building housing-focused CBO relationships. Review what's working well; re-align partnerships as needed. - Continue to review and facilitate the improvement of internal identification and referral processes. Explore expanding/scaling to ambulatory settings. - Continue policy-focused work with local and state governments. Review and realign efforts as needed.	
COMMUNITY IMPACT Housing Access SUMMARY/ALL STRATEGIES	
Q1	- Contributed \$3,000 to Blanchet House, a non-profit organization offering food, clothing and life-saving shelter and residential programs to community members in need. - Contributed \$3,000 to Transition Project, a non-profit organization that assists people from homelessness into housing. - Contributed \$2,500 to Portland Rescue Mission, a non-profit organization offering food, clothing and life-saving shelter. - Volunteers built 100 winter emergency kits for Blanchet House clients.
Q2	Volunteer squad members completed training and helped with meal service at Blanchet House helping serve food, clear plates and refreshing beverages for the homeless community.
Q3	Hosted Councilor Candace Avalos and Council President Jamie Dunphy on campus for tour to highlight work being done with SUD patients.
Q4	- Held a book, puzzle and game drive and collected over 1,000 items to benefit the Oregon Change Clinic and Blanchet House residents. - Collected over 3,000 pairs of socks at our Celebration of Thanksgiving event to donate to the Portland Rescue Mission. - Provided community investments for hotel and transportation for houseless discharged patients. - Hosted Councilor Loretta Smith on campus to highlight work being done with SUD and homeless patients.

ADVENTIST HEALTH COMMUNITY IMPACT IN THE NEWS:





Adventist Health Portland Additional Narrative:

Other programs/activities not included in the 2023 CHIS Strategic Plan that support community impact

\$1,000 contribution to the Hood View Adventist School for upgrading playground equipment.



On June 18, Adventist Health Portland team members came together for a campus-wide clean-up event, with 42 volunteers spanning three shifts—morning, noon, and evening—to care for our shared space. Covering more than 44 acres, participants collected over 60 bags of trash, helping to beautify the environment and demonstrate our commitment to a welcoming, healing space.



Significant Identified Health Needs

The Adventist Health Portland Community Well-Being team and Healthy Columbia Willamette Collaborative (HCWC) partners collectively reviewed all relevant significant health needs identified through the CHNA process. Working with the HCWC, findings were used to 1) inform a root cause of the health issues and trends, 2) inform the areas of inquiry for the CHNA community survey and community engagement sessions, and 3) inform prioritization and recommendations for Community Health Improvement Plan(s).

The initial health needs areas considered were:

- Housing and Homelessness
- Education
- Health Care
- Transportation
- Physical and Built Environment
- Public Safety
- Jobs/Economy
- Structural Racism
- Social/Culture/Inclusion
- Technology

Committee members drew upon a broad spectrum of expertise and possible strategies to improve the health and well-being of vulnerable populations within the community and chose the following high priority health needs:

- Access to Care
- Food Security
- Health Risk Behaviors
- Housing

These 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. The High Priority Needs are the focus of the community implementation strategy and this accompanying Community Health Plan Update, FY 2025. The remaining significant health needs will not be addressed directly by Adventist Health Portland due to limited resources, expertise and feasibility of resources but will likely benefit from the collective efforts defined in this report.

NOTE: The Healthy Columbia Willamette Collaborative (HCWC) is a unique public-private partnership of 12 organizations in Clark County, Washington, and Clackamas, Multnomah and Washington counties in Oregon. HCWC is dedicated to advancing health equity in the quad-county region. It serves as a platform for collaboration around health improvement plans and activities that leverage collective resources to improve the health and well-being of local communities.



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](#).



Adventist Health Portland

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



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 our most recent Community Health Needs Assessment and Community Health Implementation Strategy please visit:

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

