



ADVENTIST HEALTH
RIDEOUT

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 Rideout 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: Families, low income, Spanish speaking, farm laborers, homeless, residents of Sutter County, residents of Yuba County, low income, children and adolescents, and at-risk populations in Sutter and Yuba County. 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, Blue Zones leadership, local public health officials, community-based organizations, medical providers, and members of selected underserved, low-income, and minority populations.

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 prioritized health needs identified in the 2022 Adventist Health Rideout CHNA:

Access to Mental/Behavioral and Substance-Use Services

Access to Quality Primary Health Care Services and Specialty Care Service

Increased Community Connections

Blue Zones Project Yuba Sutter

Across the globe lie blue zones areas – places where people are living vibrant, active lives well into their hundreds at an astonishing rate—and with higher rates of well-being. Attaining optimal well-being means that our physical, emotional, and social health is thriving. Blue Zones Project works with communities to make sustainable changes to their environment, policies, and social networks to support healthy behaviors. Instead of a focus on individual behavior change, it is an upstream solution focused on making healthy options easy in all the places people spend most of their time. Blue Zones Project is committed to measurably improving the well-being of community residents and through their proven programs, tools and resources, utilizes rigorous metrics to inform strategies and track progress throughout the life of the project. This includes well-being data, community-wide metrics, sector-level progress and outcome metrics, transforming community well-being by making changes to environment, policy, worksites and social networks that create healthy and equitable opportunities for all.

Adventist Health Rideout proudly sponsors Blue Zones Project Yuba Sutter (BZPYS). The BZPYS team is focused on partnering and collaborating with community leaders and organizations active in the sectors of built environment, education, economic and workforce development, mental and physical well-being, policy and public health. Together the BZPYS team and sector leaders develop a community Blueprint that strategically aligns and leverages the actions and resources of the sectors where we live, learn, work and play to help advance the efforts around the community's biggest Social Determinant of Health challenges while connecting them to Health-Related Social Needs organizations.

Equity is a strategic priority woven throughout the Blueprint and programs. Policies and initiatives are developed in a way that honors the local culture that is focused on reaching out to all populations. Each year BZPYS sector leads come together to evaluate and update the Blueprint to ensure community alignment.

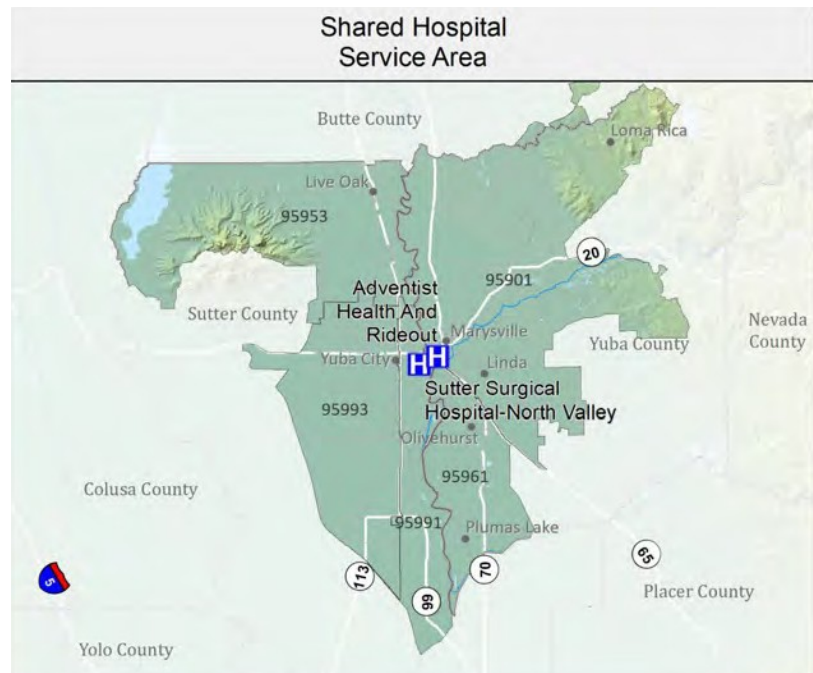
To learn more about Blue Zones Project Yuba Sutter and how to get involved visit: yubasutter.bluezonesproject.com

Description of Community Served

Marysville and Yuba City lie in Northern California's Sacramento Valley within the Greater Sacramento area, approximately 125 miles northeast of San Francisco and 125 miles west of Reno, Nevada. Nearly 11 million people live within a two-hour drive of the Yuba-Sutter area. Adventist Health and Rideout serves a region comprised of Yuba and Sutter counties, with a combined population of 181,480. Yuba and Sutter counties' population growth has outpaced the growth rate in California over the past two decades and is projected to continue. In both Yuba and Sutter counties, the largest segmentation of the population is currently 15-44 years old and senior population 65+ represent the largest growing segment, 11% and 6% respectively. The population demographics representing the largest disparities include:

- Seniors
- Non-English Speaking
- Homeless
- Youth
- Punjabi
- Migrants
- Rural Communities
- Disabled
- Those with Chronic Illnesses
- Undocumented
- Low Income
- Single Parents

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.



Community Demographics

The definition of the community served was the primary service area jointly shared by Adventist Health and Rideout (AHR) and Sutter Surgical Hospital North Valley (SSHNV). This area was defined by five ZIP Codes: 95901, 95953, 95961, 95991, and 95993. This service area was designated because the majority of patients served by both ADR and SSHNV resided in these ZIP Codes. AHR is located in Marysville, CA, and SSHNV

is located in Yuba City, CA. Separated by the Feather River, these cities are located adjacent to one another and are part of the Yuba City Metropolitan Statistical Area as designated by the US Office of Management and Budget. The service area is home to over 150,000 community residents, and encompasses portions of both Sutter and Yuba Counties. The rural community is rich in diversity along a number of dimensions.

ZIP Code	Total Population	% Non-White or Hispanic/Latin x	Median Age (yrs.)	Median Income	% Poverty	% Unemployment	% Uninsured	% Without High School Graduation	% With High Housing Costs	% With Disability
95953	10,925	58	34.2	\$57,949	18.9	6.7	8.0	29.4	35.4	15.0
95991	40,861	56.3	33.9	\$50,682	18.7	9.7	8.9	24.0	42.8	13.9
95993	37,077	54.7	37.8	\$69,019	12.1	7.6	7.1	19.1	29.1	12.6
Sutter	96,109	53.8	35.7	\$59,050	15.5	8.3	8.0	21.8	35.5	13.6
95901	33,455	46.6	31.7	\$54,851	17.3	7.5	7.3	16.9	38.1	16.2
95961	28,489	53.8	31.6	\$55,590	15.9	7.5	7.6	22.8	37.0	12.7
Yuba	76,360	44.8	32.8	\$58,054	15.5	7.2	7.2	17.7	36.4	15.0
Californi	39,283,497	62.8	36.5	\$75,235	13.4	6.1	7.5	16.7	40.6	10.6

Source: 2019 American Community Survey 5-year estimates; U.S. Census Bureau

About Us

Adventist Health Rideout

Adventist Health and Rideout is a non-profit community-based system comprised of the Adventist Health and Rideout acute care hospital; the Heart Center at Rideout; the Cancer Center affiliated with UC Davis Medical Center; outpatient clinics and a host of ancillary services including senior living services located throughout Yuba and Sutter counties. Adventist Health and Rideout employs more than 2,100 employees and has approximately 300 physicians on the medical staff.



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 Adventist Health and Rideout identified as their 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 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 Plans for Addressing Prioritized Health Needs

The following pages reflect the goals, strategies, actions, and resources that Adventist Health & Rideout provided in 2025 to address each selected Prioritized Health Need.

CHNA / CHIS Alignment Narrative

Adventist Health + Rideout – Community Health Implementation Strategy Progress Report

Adventist Health + Rideout's Community Health Implementation Strategy (CHIS) outlines the hospital's commitment to addressing the most significant health needs identified through the Community Health Needs Assessment (CHNA). The CHNA process incorporated community input, public health data, and collaboration with community partners to identify priority health needs in the Yuba-Sutter region.

To address these needs, Adventist Health + Rideout developed strategic initiatives focused on improving access to behavioral health services, strengthening the healthcare workforce, and enhancing community collaboration to address social and health-related barriers to care.

Priority Health Need

Access to Mental / Behavioral Health and Substance Use Services

Goal:

The primary objective is to develop an infrastructure that effectively addresses a critical public health need: the provision of essential behavioral health and substance use medical services which are currently lacking in our community as well as the surrounding regions. These services are vital for promoting the overall health and well-being of our population.

Strategy

Develop infrastructure and partnerships to expand access to behavioral health services, substance use treatment, and supportive services for individuals with complex medical and social needs.

Project Hope was a long-term initiative initially imagined in 2022 designed to address gaps in the behavioral health continuum of care across the Yuba-Sutter bi-county region. The vision for Project Hope originally envisioned an integrated behavioral health campus that would provide medical, behavioral health, and supportive services for individuals experiencing behavioral health challenges, substance use disorders, and housing instability.

The proposed services include:

- Medical Respite Care
- Short-Term Post-Hospitalization Housing
- Sobering Center Services
- Temporary Housing
- Housing Navigation
- Day Habilitation Programs
- Supportive Services

These services were designed to complement the care provided by the hospital while improving the continuum of care for individuals whose health conditions are closely linked to social determinants such as housing instability and lack of access to behavioral health treatment.

Implementation Progress

During the reporting period, Adventist Health + Rideout advanced the first phase of the initiative, **Project Hope Minor**, a grant funded project. The development of this smaller-scale, 22-bed facility is designed to provide critical non-acute services including:

- Medical respite care
- Short-term post-hospitalization housing
- Enhanced Care Management
- Housing navigation services

In 2024, Adventist Health + Rideout secured a location for the facility at **543 Garden Highway in Yuba City**. Renovation planning identified additional construction requirements that extended the project timeline. Construction commenced in the third quarter of 2025 and is anticipated to begin serving clients the summer of 2026.

Program Support Activities

Additional activities supporting this strategy in 2025 include:

- Adventist Health has hired and expanded our Community Support, Enhanced Care Management team to support high-risk clients through coordinated care services from two ECM managers in 2024 to five in 2025. As of end of September 2025, there are 107 Partnership members enrolled in ECM from Yuba County and 43 from Sutter County in addition to 196 individuals who have been referred to our team that we are working on outreaching to, to enroll in services.
- Recruiting and maintaining substance use navigator positions embedded in the emergency department to connect patients to treatment resources

- Supporting community-based street medicine services through partnership with local Federally Qualified Health Centers

In 2024, Adventist Health + Rideout transitioned its street nursing program to Harmony Health Medical Clinic to ensure continuity of services in the community. The hospital was able to donate the street nursing vehicle and medical supplies to support the continuation of care for unsheltered populations in 2025.

Strategy Adjustment

In December 2025, after extensive review and consultation with community partners, Adventist Health + Rideout and Yuba-Sutter Behavioral Health made the decision not to pursue the second phase of the project, **Project Hope Major**, at this time due to changes in the grant funding requirements which significantly increased the hospital and county's behavioral health services financial risk, including:

- Requirements for the hospital to front project funding prior to reimbursement
- Authority for the grantor to rescind funds at their discretion
- A requirement to operate the facility for 30 years or risk forfeiting funding

Due to these risks and the evolving financial landscape, Adventist Health + Rideout determined that moving forward with the larger-scale project was not financially sustainable at this time. The hospital remains committed to addressing behavioral health needs through community partnerships and continued development of Project Hope Minor.

Priority Health Need

Access to Quality Primary Care and Specialty Care Services

Goal:

Retain and recruit primary care specialists to meet and serve the medical needs of the community.

Strategy

Recruit and retain physicians and advanced practice providers to improve access to healthcare services in the Yuba-Sutter region.

Program / Initiative: Physician Recruitment and Workforce Development

Adventist Health + Rideout implemented a strategic physician recruitment initiative designed to expand access to primary and specialty care. This initiative includes targeted recruitment efforts, partnerships with other regional hospitals, and development of long-term workforce planning strategies.

- Primary care advanced practice providers
- Interventional cardiologists
- Urology, orthopedic, trauma, and bariatric specialists
- Obstetrics and gynecology providers
- Podiatry and general surgery specialists

Our recruitment efforts will increase access to care for local residents and reduce the need for patients to travel outside the region for specialty services

Strategy Enhancement

Although AHRO had hired a dedicated physician recruiter in 2024, to increase applicants across multiple specialties, AHRO engaged and is contracted with a national recruitment firm, Korn Ferry, that has proven success in provider recruitment.

Recruitment Outcomes

In 2025, Adventist Health + Rideout's recruitment results included:

Candidate application submissions: 17

Virtual Interviews: 13

Onsite Interviews: 7

Filled/Accepted Positions: 2 APPs (3 total initially accepted, but one later withdrew).

Program / Initiative: Access to Primary Care/Patient Panel Growth + Retention

The Adventist Health Medical Group continues to build their primary care (xxx). Between 2022 and 2025, the **Adventist Health Medical Group (AHMG)** significantly expanded the primary care providers' patient panels:

- **2023 patient panel: 11,249 patients**
- **2024 patient panel: 15,866 patients (+41% increase)**
- **2025 patient panel: 15,395 patients**

- Decrease of patient panel in 2025 was due to the loss of two mid-levels in April and September as well as a doctor on maternity leave for the latter half of the year.
- Clinic patient experience scores continue to represent high patient satisfaction represented by achieving 88.6% associated with Press Ganey “Likely to Recommend” score, exceeding the 75th percentile
- Clinical quality scores improved from the **83rd percentile to the 93rd percentile**, the highest within the Adventist Health system

Program / Initiative: Access to Quality Specialty Care

Adventist Health + Rideout is committed to providing outstanding quality care to our patients. This commitment is demonstrated by our extensive list of accreditations and clinical achievements.

- **ACC Chest Pain Center Accreditation 2023-2026**
- **ACC Electrophysiology Accreditation 2023-2026**
- **ACC Cath Lab Accreditation 2022-2025**
- **American College of Surgeons Trauma Accreditation**
- **American Heart Association Mission: Lifeline STEMI Receiving Center – Silver**
- **Accreditation as a Comprehensive Bariatric Center by the Metabolic and Bariatric Surgery Accreditation and Quality Improvement Program (MBSAQIP®)**
- **Accreditation for echocardiography services from Intersocietal Accreditation Commission (IAC)**
- **Baby Friendly Designation**
- **Level II NICU, CCS Designation**
- **2024 Chest Pain – MI Registry Silver Performance Achievement Award**
- **HeartCARE Center designation**
- **U.S. News and World Report High-Performing Areas**
 - **Heart Failure**
 - **Chronic Obstructive Pulmonary Disease (COPD)**
 - **Heart Attack (new)**

- **Kidney Failure**
- **Pneumonia (new)**
- **Stroke**
- **Fountains 5-Star Quality Rating and recognized as a High Performing Best Nursing Home by the U.S. News & World Report**
- ***Press Democrat* "Best of list" voted by community: Best Skilled Nursing Facility, Favorite Assisted Living, Favorite Urgent Care**
- **Bariatrics Blue Distinction Center**
- **The ICU and CVICU earned the Silver Beacon Award for Excellence from the American Association of Critical-Care Nurses (AACN)**
- **California Surgeon General 2025 Maternity Care Honor Roll**

Priority Health Need

Increasing Community Connections

Goal:

Align focus with community partners to create opportunities for increased, collaborative outreach efforts to maximize collective resources benefiting individuals living in the Yuba Sutter community.

Strategy

Strengthen collaboration with community organizations to expand outreach, improve access to health resources, and maximize shared resources.

Align focus with community partners to create opportunities for increased collaborative outreach efforts to maximize collective resources benefiting individuals living in the Yuba Sutter community.

Program / Initiative: Community Partnership and Outreach Initiatives

Adventist Health + Rideout actively collaborates with local nonprofit organizations, community groups, and public agencies to deliver health education, prevention services, and community support activities.

From 2023 to 2025, the hospital participation in community events, associate volunteers and volunteer hours increased significantly. These events help increase community awareness of health services and provide opportunities for screening, education, and resource navigation.

2023	2025	% increase
35 community events	50 community events	+43%
495 volunteers	760 volunteers	+ 54%
1,126 volunteer hours	2,190 volunteer hours	+ 94%

Community Engagement Activities

The hospital launched several initiatives designed to strengthen community connections:

Community Event Calendar

A community outreach calendar was created to coordinate volunteer participation and promote engagement among hospital associates and medical staff.

Nonprofit Volunteer Rush Week

AHRO sponsored our second annual Volunteer Rush Week, held June 24-26 at the hospital's main campus where 17 local, non-profit organizations participated, creating awareness of their mission and purpose, engaging with more than 270 potential new volunteers. The objective of this event is to create valuable opportunities for collaboration, engagement and service within our community.

The full list of participating nonprofit organizations is as follows:

- The Salvation Army
- South County Rotary Club
- Yuba-Sutter-Colusa United Way
- Habitat for Humanity
- First 5 Yuba County
- B Xtra
- Alzheimer's Association
- Hands of Hope
- Yuba Sutter High Wheelers
- Yuba-Sutter Food Bank
- American Red Cross
- Trauma Intervention Program (TIP)

- International Association of Punjabi Women
- Valley Quilt Guild
- Sew Powerful
- Blue Zones Project

For Maria Ball, Executive Director of the Yuba-Sutter Food Bank, the event provides a unique opportunity to educate about the food bank's mission, engage staff and community members in how the nonprofit gives back, and network with other organizations who are aligned in their efforts to serve the community. "It's always great to get together and let everyone know the impact that they can directly make through the food bank. You get to build a box of food that goes to needy neighbors, and oftentimes we don't realize they're quite literally our neighbors," Ball said. "Rideout is one of our area's largest employers, and it's filled with lots of individuals looking for ways to give back.

Collaborative Partnerships

The hospital also continues to partner with several organizations to coordinate community outreach and health education initiatives, including:

- **American Lung Association**
- **Ampla Health**
- **Blue Zones Project**
- **Harmony Health Medical Clinic**
- **Peach Tree Health**
- **Yuba-Sutter Behavioral Health**
- **Yuba- Sutter Healthcare Council**

These partnerships support community events such as Day of the Child, health fairs, and family wellness initiatives designed to improve community health outcomes.

Overall Community Impact

Through these strategies, Adventist Health + Rideout continues to address priority health needs identified in the CHNA by:

- Expanding access to behavioral health services and care coordination
- Strengthening the healthcare workforce and increasing access to medical providers
- Building strong community partnerships to address social determinants of health

These initiatives reflect the hospital's commitment to improving health outcomes and supporting the well-being of residents across the Yuba-Sutter region.

Blue Zones Project Yuba–Sutter: 2025 Annual Report

Executive Summary

In 2025, Blue Zones Project Yuba–Sutter advanced its mission of improving well-being and making the healthy choice the easy choice through coordinated policy, systems, and environmental change. Working with local jurisdictions, health partners, and community organizations, the project strengthened the conditions that support healthier behaviors, stronger social connection, and improved quality of life across the region.

A key milestone was the activation of the **Yuba–Sutter Food Policy Council**, which brought together farmers, food system partners, and health organizations to advance food equity planning, align efforts around farmers’ markets and nutrition access, and explore a regional food hub concept. This work supports local producers while improving access to fresh, affordable food for residents impacted by food insecurity.

Blue Zones Project Yuba–Sutter also demonstrated leadership in the **built environment**, aligning four jurisdictions through the Built Environment Committee to advance safer streets and active transportation. In Marysville, data-driven traffic calming and approved safety improvements addressed student safety concerns and established a replicable model for community-informed infrastructure change.

Tobacco prevention remained a cornerstone of the project’s work, with strengthened bi-county coordination around policy development, youth engagement, and advocacy. Youth-led campaigns and creative initiatives reinforced tobacco-free norms and supported long-term policy goals.

Beyond policy, Blue Zones Project embedded well-being into **everyday environments** by expanding Blue Zones–approved schools, worksites, restaurants, and grocery stores—supporting student well-being, workplace culture change, and healthier food access.

More than **12,000 residents** engaged in Blue Zones Project activities in 2025 through purpose workshops, moais, volunteer efforts, and community-wide events that strengthened connection and belonging. Strong media coverage amplified this work, reinforcing a regional narrative of health, collaboration, and community-led progress.

Together with Adventist Health, Blue Zones Project Yuba–Sutter is building a durable foundation for community well-being—one that advances equity, supports healthier environments, and positions the region to thrive beyond the life of the Blue Zones Project.

Here are some of our specific achievements throughout 2025:

2025 Policy Project Highlights

Policy & Systems Change

- Advanced regional collaboration on safer streets and active transportation through the Built Environment Committee, supporting Blue Zones certification and the Community Health Improvement Plan.
- Implemented data-driven traffic calming and safety improvements in Marysville, including 14th Street and the 12th and E Street intersection, directly addressing student safety concerns.
- Strengthened local food systems through the Yuba–Sutter Food Policy Council, including advancement of a regional food hub concept, food equity planning, and expanded alignment around farmers’ markets and nutrition access.
- Led regional tobacco prevention and policy efforts, coordinating coalition-building, Tobacco Retail License (TRL) development, youth engagement, and cross-county education and media campaigns.

Places: Healthier Everyday Environments

- Expanded Blue Zones–approved **schools, worksites, restaurants, and grocery stores**, embedding well-being into places where people live, learn, work, and gather.
- Approved **10 additional schools**, supporting student well-being through movement, purpose, nutrition, and Safe Routes to School programming.
- Approved **new worksites**, engaging hundreds of employees in workplace wellness programming and culture change.
- Approved **restaurants and grocery stores**, increasing access to nutritious options through menu improvements, in-store nudges, checkout redesigns, and cooking demonstrations.

People: Community Engagement & Culture Change

- More than 12,000 community members reached through purpose workshops, walking moais, cooking demonstrations, volunteer opportunities, and community-wide events.
- Strengthened social connection and purpose through walking and book club moais, volunteer engagement, and signature events such as Yuba–Sutter Shines, Farm-to-Fork Feast, and Music in the Park.
- Elevated youth leadership through tobacco prevention campaigns and creative competitions, amplifying peer-to-peer messaging and community norms around wellness.

Visibility & Storytelling

- Generated strong positive media visibility, securing **37 earned media stories** and reinforcing a shared narrative of health, connection, and community well-being across Yuba–Sutter.

Policy: Built Environment

Regional Built Environment Leadership

- The Built Environment (BE) Committee has become the central forum aligning transportation, land use, trails, and open-space planning across Marysville, Yuba City, Yuba County, and Sutter County in support of Blue Zones Project certification and the regional Community Health Improvement Plan. By convening planners, engineers, public health staff, and community advocates, the committee now coordinates a shared project pipeline that includes the regional bike "spine" network, the Yuba–Sutter regional safety Action Plan, and key trail and corridor projects.
- This regional approach moves the area away from fragmented, one-off projects toward a unified playbook for safer streets, expanded active transportation options, and healthier neighborhood design. The BE framework also strengthens the case for competitive state and federal funding by demonstrating multi-jurisdiction collaboration and alignment with safety, climate, and equity goals.

Marysville Traffic Calming: 14th Street and 12th & E Street Intersection

- In partnership with the City of Marysville, Blue Zones Project advanced comprehensive, data-driven traffic-calming initiatives on 14th Street and at the 12th and E Street intersection, directly responding to concerns raised by the Yuba County Office of Education.
- The 14th Street project, supported by SACOG funding and Blue Zones expertise, successfully reduced cut-through traffic in residential neighborhoods using curb extensions and other calming measures. Blue Zones Project conducted pre- and post-traffic counts that documented the effectiveness of the 14th Street improvements but also revealed traffic displacement to E Street, where speeds and volumes created new safety concerns for students walking and biking to school.
- Following a quick-build demonstration led by national Blue Zones expert Dan Burden, Blue Zones Project worked closely with the city to validate the problem through traffic data analysis and community engagement. The analysis showed that E Street carried 62% of through-traffic at speeds up to 45 MPH, with 78% of vehicles exceeding the 25 MPH speed limit and 27% violating the school zone speed limit during peak hours.
- In response, the City Council approved a comprehensive redesign of the 12th and E intersection, including curb extensions, high-visibility crosswalks, and asphalt art in partnership with Yuba Sutter Arts. Blue Zones Project and the city jointly funded engineering drawings, and temporary plastic barricades and striping were installed as

interim safety measures until the permanent sidewalk asphalt art could be completed following E Street's scheduled Spring 2026 resurfacing.

- This multi-phase initiative demonstrates how demonstration projects, community engagement, and data validation can build institutional support for permanent infrastructure changes that directly improve student safety and neighborhood livability.

Marysville Quick-Build and 22nd Street Multimodal Corridor

- Building on successful quick-build traffic calming in Marysville, Blue Zones Project Yuba-Sutter played a central role in community engagement and capacity building for Phase II of the 22nd Street multimodal improvement project. The project supports Objective #1 of improving active transportation infrastructure by advancing a Class IV protected bike lane and safer conditions for walking and biking along a key corridor.
- Blue Zones Project designed survey instruments, facilitated community meetings, and synthesized public input into clear recommendations that informed city staff and will guide the final design presented to the City Council. This work produced a replicable model for combining data, engagement, and technical assistance to build community support for protected bike infrastructure and other safety-focused street redesigns.

Downtown Marysville D Street Improvements

- In 2025, Blue Zones Project supported a \$50,000 sponsorship from Blue Zones LLC to fund street improvements on D Street between 3rd and 4th in Marysville, including installation of an overhead light and a permanent dedication plaque. This project links the safety and activation of downtown streets to the broader built-environment strategy, improving perceived and actual safety in a key area adjacent to local businesses and community events.
- By pairing infrastructure funding with ongoing coalition and policy work, the D Street project demonstrates how visible, place-based investments can reinforce behavior-change and policy goals and showcase the value of Blue Zones-aligned design to residents and decision-makers.

Yuba County Parks and Recreation Workgroup

- The Yuba County Parks and Recreation Workgroup, supported by Blue Zones Project, advanced the implementation of a countywide charter that promotes increased use of parks, trails, and recreation spaces as core assets for physical activity and social connection. The workgroup integrates recommendations from the 2018 Yuba County Parks and Recreation Master Plan, as well as newer Blue Zones-aligned strategies around walking routes, trail connectivity, and equitable access to recreation.
- In 2025, the workgroup focused on building a shared GIS-based inventory of parks and recreational assets and formalizing multi-sector governance structures. This infrastructure lays the groundwork for future investments in walking routes, trail extensions, and activation of public spaces that support natural movement and community cohesion.

Active Transportation Education and Bike Month Campaign

- To complement infrastructure and policy efforts, Blue Zones Project led a comprehensive social media educational campaign in May 2025 tied to Bike Month, highlighting the regional Bicycle Implementation Plan developed in prior years. The campaign used Facebook, YouTube, and other platforms to showcase local biking stories, infrastructure priorities, and safety messages, generating 1,775 total views and strong engagement from residents.
- This campaign directly supported Built Environment efforts by increasing community awareness, knowledge, and skills around safe use of existing and planned active transportation facilities. It also validated the regional master plan by demonstrating public interest and support, which is critical for future funding and project implementation decisions.

Policy: Food Systems and Nutrition

Yuba-Sutter Food Policy Council and Food Hub Work

- Following its launch, the Yuba-Sutter Food Policy Council continued to evolve in 2025 into a key regional body addressing food security, local food economies, and equitable access to healthy foods. The council brings together farmers, the Yuba-Sutter Food Bank, Blue Zones Project, health departments, and community organizations to develop strategic priorities for the local food system.
- A major focus in 2025 was advancing a regional food hub concept, with Blue Zones Project Yuba-Sutter serving as the convening partner and lead grant writer for the successful *We Prosper Together* proposal, administered through the Yuba-Sutter Food Bank. In collaboration with the Food Bank and other partners, this work explores a model to aggregate, process, store, and distribute local farm products—strengthening food security, expanding markets for local growers, and improving access to fresh food for low-income residents.

Food Equity Initiative and Farmer/Producer/Community Model

- The Yuba-Sutter Food Equity Initiative, developed with California Health Collaborative (CHC), Blue Zones Project, and a Farmer/Producer/Community (FPC) structure, continued to define a shared framework for nutrition incentive services and regional food access strategies. In 2025, partners refined proposals for CHC to secure funding to expand incentives, technical assistance, and local purchasing programs in underserved areas.

- This work aligns food equity goals with broader Blue Zones objectives, ensuring that new investments and programs support local producers, improve access to healthy foods, and address disparities across neighborhoods and communities in both counties.

Farmers Markets, EBT Expansion, and Small Farmers

- With Blue Zones Project Yuba Sutter Leadership, Yuba-Sutter Food Policy Council spent 2025 actively researching practical pathways to strengthen the local food system by expanding benefit acceptance at farmers' markets, with a particular focus on CalFresh/EBT and related nutrition incentives. Building on relationships with local markets and growers, council partners began exploring how to support markets in adopting EBT capacity and in connecting eligible vendors to Regional Benefit Transfer (RBT) tools that make it easier for small farmers to serve low-income shoppers.
- In collaboration with California Health Collaborative (CHC), the Blue Zones Project Yuba Sutter helped shape early grant concepts to expand RBT capability among small- and mid-size farmers, so that incentive dollars and EBT redemptions flow more directly to local producers rather than only through the farmer market administrator.
- Looking ahead to 2026, the council is preparing to deepen this work through technical assistance and partnerships, including a planned engagement with MarketLink to assess how their platform and services could help Yuba-Sutter markets and vendors adopt EBT and related point-of-sale technology. This emerging strategy positions the Food Policy Council to braid local planning, grant funding, and vendor-level support into a coherent approach that grows farmer income while improving access to healthy, affordable foods for residents who rely on public benefits

Farm to Fork: Advancing Culture and Food Systems

- In 2025, Blue Zones Project Yuba-Sutter hosted a culture-centered Farm to Fork Feast designed to make the local food system visible while strengthening community connection. By elevating Hmong cuisine, local farmers, and cultural leadership, the event shifted community understanding of food as more than a meal—it highlighted food as a driver of health, economic vitality, and belonging.

The Feast strengthened relationships across producers and partners, increased visibility of culturally rooted foodways, and reinforced broader Food Policy Council goals around equitable, locally grounded food systems.

Policy: Tobacco Control

Regional Leadership and Year 3 Blueprint Implementation

- In 2025, Blue Zones Project Yuba-Sutter solidified its role as a regional leader in tobacco policy and prevention by coordinating coalition efforts, developing policies, and

running communication campaigns across Yuba and Sutter counties. The project helped drive work, including smoke-free spaces, TRL policy development, and support for local ordinances to reduce exposure to tobacco and vaping products.

- Blue Zones Project formalized coordination roles within county coalitions, supported Sutter County's TRL campaign planning, and helped align bi-county efforts around shared priorities, including flavored tobacco restrictions, smoke-free events, and multi-unit housing protections. This leadership has been critical in transforming fragmented activities into a more coherent regional strategy.

Yuba County Community Tobacco Forum and "Wellness Wins" Creative Competition

- A signature achievement in 2025 was the November Yuba County Community Tobacco Forum "Air Out the Truth," which brought together approximately 100 youth, health professionals, parents, and community leaders to celebrate youth-led tobacco prevention work and showcase winning entries from the "Wellness Wins" creative competition.
- The "Wellness Wins" competition, launched by Blue Zones Project Yuba-Sutter in partnership with the Yuba County Tobacco Coalition and the Community Health Action Team, invited high school clubs across Yuba County to create videos, art, social media campaigns, and other projects promoting wellness over nicotine. Four high school teams—Lindhurst High School Amnesty International, Wheatland High School Key Club, Wheatland High School Drama Club, and Marysville High School Sophomore Class—submitted video entries that were evaluated by local elected officials and community leaders.
- Lindhurst High School's Amnesty International won first place with a combined score of 377 out of 400 points, earning praise for creative storytelling, clear messaging, and strong student engagement. The competition empowered youth voices as catalysts for change and demonstrated the effectiveness of peer-led prevention campaigns in reaching adolescents in ways that resonate with their lived experiences.

#AirOutTheTruth Social Media Campaign

- The #AirOutTheTruth social media campaign amplified the reach and impact of the Wellness Wins competition and the November tobacco forum. Through coordinated use of social media, event promotion, and youth-generated content, the campaign raised awareness about the dangers of nicotine and vaping across Yuba County, reaching students, parents, educators, and community stakeholders.
- By centering youth creativity and leadership, the #AirOutTheTruth campaign strengthened community norms around tobacco-free living and built momentum for future policy advocacy, including TRL ordinances and school-based prevention efforts.

Coalition Building, Advocacy Training, and Bi-County Convenings

- Blue Zones Project continued to organize and invite members to local tobacco policy and built-environment coalition meetings, deepening engagement across public health,

education, youth, and community organizations. A key milestone was the planning of a bi-county tobacco policy coalition session with members of the Blue Zones National Team, framed as an opportunity to showcase collaborative progress and align future policy work with national best practices.

- The project also supported advocacy training and coalition capacity-building efforts that demystify government structures and public comment processes, empowering community members and youth to participate effectively in local policymaking. This capacity-building focus is essential for sustaining tobacco control momentum and ensuring that policy change reflects lived experience and community voice.

Data-Driven Storytelling and Youth Tobacco Trends

- To strengthen the case for policy change, Blue Zones Project integrated California Healthy Kids Survey (CalSCHLS) data on youth tobacco and vaping use among 9th- and 11th-graders in Yuba and Sutter counties into executive summaries and presentations. This data-driven approach highlights positive trends where youth use is declining and underscores remaining disparities, helping coalitions and decision-makers see the impact of recent campaigns and the need for continued investment.
- At the same time, the project leveraged Blue Zones Project community-wide measures to track broader indicators, including walkability, physical activity, fruit and vegetable intake, media visibility, and obesity trends. Analysis of these measures shows improvements in several behavioral and environmental indicators, even as county-level adult obesity remains high, reinforcing the importance of sustained policy and systems work.

PLACES

Schools:

Blue Zones Project–approved schools play an important role in supporting student well-being by embedding healthy practices into the school environment and daily routines. Through nutrition education, regular physical activity, and well-being–focused programming, participating schools create supportive settings that encourage students to build healthy habits early in life. These efforts contribute to improved physical and social-emotional well-being while laying the foundation for lifelong behaviors that support healthier students, families, and communities.

2025 Highlights:

School Approvals & Engagement

- **10 additional schools approved** during the 2024–2025 and 2025–2026 school years: Andros Karperos School, Park Avenue School, Barry School, Covillaud Elementary School, Linda Elementary School, Ella Elementary School, Paragon Collegiate Academy, South Lindhurst High School, Lincoln Elementary School, and Lindhurst High School.
- **27 schools engaged** in Blue Zones Project activities across both school years.
- Blue Zones Project Yuba–Sutter continues to serve as a member of the **YCUSD Wellness Committee**.

Student Reach & Well-Being Education

- **1,269 students participated** in Blue Zones Story presentations and Purpose Workshops
 - Sutter County: 252
 - Yuba County: 1,017
- Blue Zones Story delivered to all Physical Education classes at Marysville High School and Lindhurst High School.
- Blue Zones Story presented to AVID classes at Yuba City High School.
- Purpose Workshops facilitated at River Valley High School, Lindhurst High School, and South Lindhurst High School.
- Classroom activities for 5th–8th graders focused on Downshift, Loved Ones First, and Positive Pack principles.

Move Naturally & Safe Routes to Schools

- **32 Walking School Bus, Bus-to-Walk, or Safe Routes to Schools programs** active.
- Three new schools participated in Walk to School events: Paragon Collegiate School, Park Avenue School, and King Avenue School.
- Four schools hosted multiple Walk to School events: Lincrest Elementary, Kynoch Elementary, Covillaud School, and Lincoln School.
- Twin Rivers Charter School continued a Wednesday Morning School Walk.
- Linda Elementary launched a Wellness Walking Wednesday during lunch recess.

Student Leadership & Community Connection

- Student-led wellness group continued at River Valley High School and was voted Best Club during the 2024–2025 school year.
- South Lindhurst High School continued its intergenerational community service partnership with Marbella Marysville (formerly Prestige Assisted Living).
- School garden grants by Blue Zones were awarded to Barry School, Yuba City High School, and South Lindhurst High School.
- Participation in family engagement events across both districts, including fall festivals, jog-a-thons, Open Houses, wellness fairs, and career days.

Restaurants: Creating Healthier Food Environments

By partnering with local restaurants, Blue Zones Project Yuba–Sutter supports changes to menus, food preparation, and promotion that make healthier choices more visible, accessible, and appealing for residents. These partnerships help normalize nutritious options in everyday dining settings while supporting local businesses and contributing to a broader culture of wellness across the community.

Highlights:

Restaurant Approvals

- **4 restaurants approved in 2025:**
 - Cisco’s Taqueria
 - Rolling Stone Pizza
 - Lami Island Fusion (*first approved food truck*)
 - The Village Coffee Shoppe & Bistro
- **3 additional restaurants in the approval process:**
 - The Happy Viking
 - Sopa Thai
 - Steele House Coffee

Promotion & Community Engagement

- **12 Tasty Tuesday promotional sampling events** conducted throughout the year.
- Blue Zones–approved restaurants provided **some of the few healthy food options at major community events**, including the Summer Stroll in Downtown Yuba City.
- **Avocado Toast** emerged as the best-selling item on Blue Zones Project–Inspired menus, demonstrating strong consumer demand for healthier options.

Cooking Demonstrations & Education

- Local chef and restaurant partner **Jose Basa** conducted two cooking demonstrations at the Harmony Health Food Giveaway.
- Jose Basa also donated worm castings to Park Avenue Elementary School and committed to volunteering time to teach students about gardening and soil health, extending the impact of restaurant partnerships into school and community education.

Business Support & Economic Vitality

- Blue Zones Project offered **one year of Chamber of Commerce membership** to all approved restaurants.
- **Five approved restaurants joined the Chamber**, strengthening ties between health, local business, and economic development.

Grocery Stores: Supporting Healthier Choices at the Point of Purchase

Through partnerships with local grocery stores, Blue Zones Project Yuba–Sutter supports changes to store layout, product placement, and customer engagement that make healthier food choices easier and more visible for shoppers. By prioritizing fresh produce and whole foods at key decision points, these partnerships help influence everyday purchasing habits and strengthen access to nutritious options across the community.

2025 Highlights:

Grocery Store Approvals

- 2 grocery stores approved in 2025:
 - Grocery Outlet
 - Olivehurst Food Center
- 1 grocery store in the approval process:
 - L.A. Merchandise (serving the Punjabi-speaking and East Indian community in Yuba–Sutter)

In-Store Health Promoting Changes

- Grocery Outlet eliminated sweets and junk food from its main checkout lane, creating a Blue Zones checkout lane that promotes healthier choices.
- La Superior Supermercados expanded its produce section as a result of the Blue Zones Project partnership, increasing variety and improving visibility.
- Fresh produce is now placed at the store entrance, reinforcing healthy choices at the point of entry.
- Additional expansion is planned with the installation of new refrigeration units to further increase produce offerings.

Cooking Demonstrations & Customer Engagement

- 12 cooking demonstrations were conducted across participating grocery stores in 2025.
- Store managers and owners reported increased customer interest, including purchases of

featured items and questions about the Blue Zones Project, indicating growing awareness and engagement around healthier food options.

Worksites:

Highlights:

Worksite Approvals

- **3 additional worksites approved in Years 3 and 4:**
 - E Center
 - Harmony Health
 - Hard Rock Hotel and Casino Sacramento

Employee Engagement & Participation

- **402 employees engaged** in Blue Zones Project wellness activities and programming.
- **1,231 employees completed the Real Age Test** between December 2025 and February 2026.
- Blue Zones Project staff **tabled at 8 worksite events**, increasing visibility and direct engagement.

Worksite Programming & Education

- **16 workshops facilitated** across worksites, including cooking demonstrations, the Blue Zones Story, and Purpose Workshops.
- Worksites received **custom wellness ideas and challenges** centered on the Power 9® principles.
- Monthly engagement activities were shared with **more than 20 internal worksite champions**, supporting sustained participation.

Communications & Culture Building

- At least **9 worksites incorporated Blue Zones Project monthly engagement activities** into internal communications, including email newsletters, social media, and bulletin boards.
- **Yuba County Health and Human Services** hosted a “Blue Zones Day” to celebrate its second annual Blue Zones Project Approved designation, reinforcing organizational commitment to employee well-being.

Food Environment Improvements

- **7 Blue Zones Inspired menu items** were added to the employee cafeteria at Hard Rock Hotel & Casino Sacramento.
- The Hard Rock Café also offers **one seasonal Blue Zones-inspired menu item** to the

public, extending the impact beyond the workplace.

People: Activating the Power 9® Through Community Connection

Blue Zones Project Yuba–Sutter engages residents directly through programs and experiences that bring the Power 9® principles to life. By focusing on purpose, movement, healthy eating, and social connection, this people-centered work supports sustainable behavior change and helps build a shared culture of well-being across the community.

Engagement:

Community Reach & Participation

- **12,109 total unique engagements** across all Blue Zones Project activities.
- **3,486 individuals attended** the Blue Zones Project Story presentation.
- **169 Purpose Workshops** facilitated across community settings.

Moais & Social Connection

- **8 Moais completed**, including:
 - 7 Walking Moais
 - 1 Book Club Moai
- **176 total Moai participants**, strengthening regular movement and social support.

Volunteers & Community Leadership

- **233 volunteers and ambassadors** are actively engaged.
- **1645 volunteer hours** contributed in support of community programs and events.
- **2 documented success stories and personal transformations** highlighting individual impact.

Community Events & Partnerships

- Hosted **Yuba–Sutter Shines**, a community-wide day of service with over 100 volunteers participating in nearly 20 volunteer opportunities. A highlight included the St. Andrew community garden project, which strengthened shared spaces and put Blue Zones principles into action through service and connection.
- **Faith-based outreach** continued through a strong partnership with St. Andrew Presbyterian Church, supporting a thriving community garden and ongoing programming such as weekly walks and Friendsgiving gatherings. This collaboration has evolved into a

sustainable, community-driven effort led by residents and volunteers.

Movement, Purpose & Financial Well-Being

- Partnered with **Core Financial Group** to launch a three-part *Financial Friday* video series, recognizing financial well-being as a key component of living better longer.
- In celebration of **May is Bike Month**, partnered with the Yuba Area Bicycle Advocates to highlight safe local biking routes through engaging point-of-view videos, culminating in a Walk & Roll to the Ballgame that promoted active transportation and community connection.

Media & Storytelling Impact

- **37 positive media stories** featuring Blue Zones Project Yuba–Sutter, generating an estimated **\$25.7 million in earned media value**, amplifying community stories and reinforcing a culture of well-being.
- We also partnered with our local baseball team to host several family nights at the ballpark, creating welcoming spaces for families to connect and build meaningful relationships. These events reflected key Blue Zones principles by encouraging social connection, shared experiences, and simple, joyful ways to bring community members and families together.
- We recognized St. Andrew Presbyterian Church as our very first faith-based Participating Organization. From feeding thousands each month through Mother Hubbard’s Cupboard to partnering with us to bring a new community garden to life, hosting regular walks, and gathering generations through family-friendly events, they truly live out the Blue Zones principles. It has been an honor to celebrate and collaborate with them over the year through meaningful programming like Friendsgiving and Purpose workshops that continue to strengthen connection and well-being across our community.
- We hosted our very first Music in the Park in partnership with the Yuba County Office of Education, bringing live music, our local Blue Zones Approved food truck, fresh produce, games, and family-friendly activities together in one vibrant outdoor space. The event created a fun, welcoming environment for families to connect, move naturally, and enjoy healthy options while strengthening community ties.
- In partnership with the Yuba County Tobacco Coalition, we launched the #AirOuttheTruth social media campaign to dispel common myths and spotlight the real impact of vaping on our youth. Through engaging, shareable content, we helped raise awareness and support healthier, tobacco-free choices for the next generation.
- We hosted a Farm-to-Fork Feast featuring celebrity chef Yia Vang, celebrating the rich flavors and culture of Hmong cuisine. With hundreds in attendance, the event brought our community together to try new dishes, connect over shared meals, and highlight both our local farmers and the vibrant Hmong community that makes Yuba-Sutter unique.

- We hosted a series of Dance in the Park classes, partnering with a local dance studio to add fun choreography after our regular walking group sessions. The program brought people of all ages together to enjoy the outdoors, move naturally, and build community through music, movement, and shared experiences.
- International Women’s Day Walk: On International Women’s Day, we organized a Walk for Women at Ellis Lake, bringing together women from across the community to celebrate and support one another in a healthy, active way.
- A Blue Zones volunteer helped us showcase the rich flavors of her culture through Indian cuisine, from “shop with me” grocery tour videos to hands-on cooking experiences. She invited our community to explore and celebrate a culture that is an important part of Yuba-Sutter while connecting it to Blue Zones principles and practices, giving everyone a delicious taste of healthy, meaningful eating.
- For the first time, we joined the annual Marysville Christmas Parade, a beloved December tradition for Yuba-Sutter. While traditionally many ride on floats or in vehicles, our Blue Zones walking crew embraced the cold and walked the entire route, embodying Blue Zones principles by moving naturally, connecting with neighbors, and sharing holiday spirit while staying active together.
- We wrapped up our annual Santa for a Senior program, bringing together community members and Blue Zones–approved organizations to help fulfill holiday wishes and spread cheer to our beloved seniors. The event was filled with festive joy, a visit from Santa, volunteers from Beale Air Force Base, and even a few bunnies for residents to hold and bond with. It was a heartwarming celebration that highlighted connection, generosity, and purpose in action.

Media:

Highlights:

- Achieve 95 percent positive or neutral sentiment as defined by Cision: 89% positive & 11% neutral
- Secured a signed partnership agreement for Public Service Announcements with two local radio stations, totaling over 3,500 broadcast spots
- Generated Significant Media Coverage: We secured 37 media stories across various platforms, including television, print, and radio, which has greatly enhanced the visibility of our project and its impact on the community.

Prioritized Health Needs - Planning to Address

Adventist Health and Rideout are committed to addressing the needs of the community. The nine priority needs identified in 2022 for the Yuba Sutter community are consistent with the last evaluation, with the addition of “community connections.” Adventist Health and Rideout will continue to dedicate resources and collaborate with community partners to advance current initiatives.

Adventist Health and Rideout approached selecting the top priority needs to address by focusing on the needs that have the most significant impact and those that AHRO has the greatest influence in addressing. This selection was made using rigorous criteria that included: severity and prevalence of need, intentional alignment around common goals and initiatives, feasibility of potential interventions, community partner alignment and collaboration, and opportunities to maximize all available resources over a three-year period. The high priority needs are the focus the implementation strategy and this accompanying community health plan update, FY 2023.

The top priority needs selected on the criteria above are not a necessarily a new focus of the organization. The goal of Adventist Health and Rideout is to expand our current efforts and invest significantly more effort to these focal areas. The three priority needs and current programs in place are featured below.

1. Access to Mental/Behavioral and Substance-Use Services

- Sun/Bridge Navigator Program (Emergency Department)
- The Behavioral Health Collaborative (Emergency Department)
- Enhanced Care Management (via Community Connect)
- Narcan Distribution

2. Access to Quality Primary Health Care Services and Specialty Care Services

- Expanded Clinics
- Expanded insurance coverage to include MediCal
- Clinic Expansion (Tharp Road & Urgent Care on Bogue Road)

3. Increased Community Connections

- Community Outreach/Sponsorship
- Blue Zones Project

Below is a list of low priority needs that will not be specifically addressed in the 2023 CHIS, due to lack of meeting criteria outlined above. These lower priority needs that will not be addressed by Adventist Health and Rideout due to limited resources, expertise and feasibility of viable interventions. Although it is important to note that as the needs of the community have been consistent year-over-year, there are a number of initiatives already in place that will continue.

1. Access to Basic Needs, such as Housing, Jobs, and Food
2. Active Living and Healthy Eating
3. Access to Functional Needs
4. Injury and Disease Prevention and Management
5. Safe and Violence-Free Environment



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

