

Adventist Health Howard Memorial 2021 Community Health Plan



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

Executive Summary

Introduction & Purpose

Adventist Health Howard Memorial is pleased to share its Community Health Implementation Strategy. This follows the development of its 2019 Community Health Needs Assessment (CHNA) in accordance with requirements in the Affordable Care Act and IRS 990 Schedule H requirements and approved by the Adventist Health Board of Directors on October 17, 2019.

After a thorough review of the health status in our community through the community health needs assessment (CHNA), we identified areas that we could address using our resources, expertise and community partners. Through these actions and relationships, we aim to empower our community and fulfill our mission of “Living God’s love by inspiring health, wholeness and hope.”

The results of the CHNA guided this creation of this document and aided us in how we could best provide for our community and the vulnerable among us. This Implementation Strategy summarizes the plans for Adventist Health Howard Memorial to develop and collaborate on community benefit programs that address prioritized health needs identified in its 2019 CHNA. Adventist Health Howard Memorial has adopted the following priority areas for our community health investments.

Prioritized Health Needs – Planning to Address

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

Building a healthy community requires multiple stakeholders working together with a common purpose. We invite you to explore how we intend to address health challenges in our community and partner to achieve change. More importantly, we hope you imagine a healthier region and work with us to find solutions across a broad range of sectors to create communities that define the well-being of people.

The purpose of the CHNA was to offer a comprehensive understanding of the health needs in Adventist Health Howard Memorial’s service area and guide the hospital’s planning efforts to address those needs.

The significant health needs were identified through an analysis of secondary data and community input. These health needs were prioritized according to a set of criteria that included quantitative and qualitative data from multiple sources, woven together to provide a comprehensive picture of the health of county residents. Using MAPP methodology, the community themes and strengths assessment was conducted using a community health survey with a total of 1,324 responses, 34 key informant interviews and 56 key leader surveys. Many community members, key formal and informal leaders, and community partners shared their wisdom, knowledge, experiences, and perceptions about the health of residents and the capacity of the health care system to provide essential public health services.

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

Adventist Health Howard Memorial and Adventist Health

Adventist Health Howard Memorial is an affiliate of Adventist Health, a faith-based, nonprofit integrated health system serving more than 80 communities on the West Coast and Hawaii.

Vision

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

Mission Statement

Living God's love by inspiring health, wholeness and hope.

Adventist Health Includes:

- 23 hospitals with more than 3,600 beds
- 290 clinics (hospital-based, rural health and physician clinics)
- 15 home care agencies and eight hospice agencies
- Three retirement centers & one continuing care retirement community
- A workforce of 37,000 including associated, medical staff physicians, allied health professionals and volunteers

We owe much of our heritage and organizational success to the Seventh-day Adventist Church, which has long been a promoter of prevention and whole person care. Inspired by our belief in

the loving and healing power of Jesus Christ, we aim to bring physical, mental and spiritual health and healing to our neighbors of all faiths. Every individual, regardless of his/her personal beliefs, is welcome in our facilities. We are also eager to partner with members of all faiths to enhance the health of the communities we serve.

Our commitment to quality health care stems from our heritage, which dates to 1866 when the first Seventh-day Adventist healthcare facility opened in Battle Creek, Michigan. There, dedicated pioneers promoted the “radical” concepts of proper nutrition, exercise and sanitation. Early on, the facility was devoted to prevention as well as healing. They called it a sanitarium, a place where patients—and their families—could learn to be well.

More than a century later, the health care system sponsored by the Seventh-day Adventist Church circles the globe with more than 170 hospitals and more than 500 clinics, nursing homes and dispensaries worldwide. And the same vision to treat the whole person—mind, body and spirit—continues to provide the foundation for our progressive approach to health care.

Summary of Implementation Strategies

Implementation Strategy Design Process

Stakeholders from the 19 hospital facilities in the Adventist Health System were invited to participate in a Mission Integration Summit on September 26 and 27, 2019. During this two day-long event, participants were introduced to the 2019 Adventist Health Implementation Strategy Template. After the summit, each hospital was invited to participate in a series of technical assistance calls and consultation sessions with representatives from Adventist Health Community Integration and Conduent Health Communities Institute to further develop and refine their implementation strategy.

Adventist Health Howard Memorial Implementation Strategy

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

- **Health Need 1: Mental Health**
 - Build Mendocino County’s Trauma Informed Network of Care
- **Health Need 2: Substance Abuse**
 - Safe Rx Coalition
- **Health Need 3: Workforce Development**

- Collaboration with Mendocino College to create the Physical Therapy Assistant Program
- Collaboration with Mendocino College to support the RN Program

The Action Plan presented below outlines in detail the individual strategies and activities Adventist Health Howard Memorial will implement to address the health needs identified through the CHNA process. The following components are outlined in detail in the tables below: 1) actions the hospital intends to take to address the health needs identified in the CHNA, 2) the anticipated impact of these actions as reflected in the Process and Outcomes measures for each activity, 3) the resources the hospital plans to commit to each strategy, and 4) any planned collaboration to support the work outlined.

No hospital can address all the health needs identified in its community. Adventist Health Howard Memorial is committed to serving the community by adhering to its mission, and using its skills, expertise and resources to provide a range of community benefit programs. This Implementation Strategy does not include specific plan to address the following significant health needs identified in the 2019 CHNA.

Significant Health Needs – NOT Planning to Address

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

COVID 19 Considerations

The COVID-19 global pandemic has caused extraordinary challenges for Adventist Health hospitals and health care systems across the world including keeping front line workers safe, shortages of protective equipment, limited ICU bed space and developing testing protocols. They have also focused on helping patients and families deal with the isolation needed to stop the spread of the virus, and more recently vaccine roll out efforts.

Adventist Health, like other health care systems, had to pivot its focus to meet the most urgent healthcare needs of its community during the pandemic, as well as reassess the ability to continue with some community health strategies due public health guidelines for social distancing. Adjustments have been made to continue community health improvement efforts as possible, while ensuring the health and safety of those participating. The Strategy Action Plan Grids on the following pages reflect updated activities for each strategy.

In FY21, Adventist Health as a system took the following actions in response to the needs created or exacerbated by COVID-19:

- Began offering more virtual health care visits to keep community members safe and healthy
- Developed an online symptom tracker to help community members determine if they may have COVID-19 or some other flu type illness and what steps to take
- Was part of a communitywide effort by the local health system to vaccinate eligible community members to help stop the spread of the virus

Locally, Adventist Health Howard Memorial took these additional actions:

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

Adventist Health Howard Memorial Implementation Strategy Action Plan

PRIORITY HEALTH NEED: MENTAL HEALTH

GOAL STATEMENT: BUILD COMMUNITY PARTNERSHIPS TO ADDRESS CRITICAL MENTAL HEALTH NEEDS

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

Strategy: Collaborate with partners to build the system of care for mental health

Programs/Activities	Process Measures	Results: Year 1	Short Term Measures	Results: Year 2	Medium Term Measures	Results: Year 3
Activity 1.1 Build the Mendocino County Trauma Informed Network of Care	Participate in the coalition to provide the health care perspective	Added the 8 FQHC's and Consolidated Tribal Health	Identify additional coalition partners	Surveyed and mapped existing trauma informed organizations across Mendocino County	Survey completed and map created of Mendocino County's Trauma Informed Network of care to identify assets and gaps	

Source of Data:

- Adverse Childhood Experiences (ACEs) Community Resilience Team, formerly the Childhood Trauma Action Team

Target Population(s):

- All Mendocino County residents experiencing trauma

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

- Staff to attend meetings
- Funding/in-kind for the creation of a county-wide trauma informed network of care
- Information gathering to identify trauma informed assets and gaps in Mendocino County

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

- Measure B Committee
- Mendocino County Behavioral Health Advisory Board
- ACEs Community Resilience Team/Mendocino County Trauma Informed Network of Care

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

- A - Community Health Improvement
- E – Cash and In-kind

Strategy Results 2021:

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

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

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

PRIORITY HEALTH NEED: SUBSTANCE ABUSE						
GOAL STATEMENT: PROVIDE SUPPORT IN A COMMUNITY WITH HIGH SUBSTANCE ABUSE						
Mission Alignment: (Well-being of People; Well-being of Places; Equity) Well-being of People						
Strategy: Participating in county collaborative for substance use treatment and expanding SUD case management						
Programs/A activities	Process Measures	Results: Year 1	Short Term Measures	Results: Year 2	Medium Term Measures	Results: Year 3
Activity 2.1 Participate in monthly Safe Rx Mendocino Coalition meetings to design a plan to reduce substance abuse in Mendocino County	Serve as subject matter expert on substance abuse treatment	Due to COVID-19 no materials were distributed in 2020. In 2020 there were 31 overdoes diagnosis in the Adventist Health Howard Memorial Emergency Department (ED)	Increase distribution of drug safety materials to 5 new neighborhoods	Naloxone was successfully administered in 2021 and resulted in 156 overdose reversals in the county. In 2021 there were 37 overdoes diagnosis in the Adventist Health Howard Memorial Emergency Department (ED).	Decrease in overdose diagnosis in ED	
Source of Data:						
<ul style="list-style-type: none"> • Safe Rx Mendocino • AH Safe Haven project lead 						
Target Population(s):						
<ul style="list-style-type: none"> • All community members needing substance abuse information and support • SB 1152 patients 						
Adventist Health Resources: (financial, staff, supplies, in-kind etc.)						
<ul style="list-style-type: none"> • Staff time to participate in Safe Rx Mendocino Coalition 						
Collaboration Partners: (place a "*" by the lead organization if other than Adventist Health)						
<ul style="list-style-type: none"> • Safe Rx Mendocino • Redwood Community Services 						

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

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

Strategy Results 2021:

Adventist Health is an active member of the Safe Rx Mendocino Coalition. Additional state funding was received in 2021 to continue the Substance Use Navigator (SUN) Program at Adventist Health Howard Memorial.

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

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

PRIORITY HEALTH NEED: WORKFORCE DEVELOPMENT						
GOAL STATEMENT: CREATE EDUCATIONAL PATHWAYS FOR ENTRY INTO HEALTH CARE ENVIRONMENT						
Mission Alignment: (Well-being of People; Well-being of Places; Equity) Well-being of people						
Strategy: Work with Mendocino College to create the Physical Therapy Assistant Program						
Programs/Activities	Process Measures	Results: Year 1	Short Term Measures	Results: Year 2	Medium Term Measures	Results: Year 3
Participate in advisory council for Mendocino College to create Physical Therapy Assistant Program (PTAP)	Help shape curriculum # meetings	5 students were provided six-week externships at AH facilities	Host 2 students for externships at AH facilities in Howard Memorial. AH PT staff working as teachers at Mendocino College PTAP	In 2021, there were 16 PTAP graduates	Graduation of first cohort of PTAP students % Employment of graduating student	
Source of Data:						
<ul style="list-style-type: none"> Mendocino College, Adventist Health Physical Therapy Department, Adventist Health Talent Acquisition 						
Target Population(s):						
<ul style="list-style-type: none"> Local community members 						
Adventist Health Resources: (financial, staff, supplies, in-kind etc.)						
<ul style="list-style-type: none"> Staff to attend advisory council Staff working with students on externships 						
Collaboration Partners: (place a "*" by the lead organization if other than Adventist Health)						
<ul style="list-style-type: none"> Mendocino College* 						
CBISA Category: (A - Community Health Improvement; E - Cash and In-Kind; F - Community Building; G - Community Benefit Operations)						
<ul style="list-style-type: none"> A - Community Health Improvement 						

Strategy Results 2021:

In 2020, six Adventist Health associates participated on the Physical Therapy Assistant Program (PTAP) Advisory Council for Mendocino College. This group advised on the curriculum for the development of the program. In 2020, Five students were provided six-week long externships at Adventist Health facilities. Externships are provided twice a year. Three Adventist Health associates teach at Mendocino College.

In 2021, Adventist Health Howard Memorial provided two students externships in the fall and hired one PTAP graduate from the inaugural cohort.

PRIORITY HEALTH NEED: WORKFORCE DEVELOPMENT

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

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

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

Programs/ Activities	Process Measures	Results: Year 1	Short Term Measures	Results: Year 2	Medium Term Measures	Results: Year 3
Activity 3.C.1 Support the RN program at Mendocino College	Fund one instructor for the RN program	Funding for one instructor was provided. Additionally, a total of 33 preceptorships in 2020.	Host at least 2 students for preceptorship s at AH facilities in Willits	In 2021, 24 nursing students graduated and 5 preceptors hips were hosted.	Graduation of 24 students each year % Employment of graduating student	

Source of Data:

- Mendocino College, Adventist Health Patient Care Executive

Target Population(s):

- Local community members

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

- Staff to attend the nursing advisory council
- \$51,750 contribution to Mendocino College

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

- Mendocino College*

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

- A - Community Health Improvement

Strategy Results 2021:

Adventist Health continued its support of Mendocino College's RN Program by funding one instructor and providing preceptorships at Adventist Health facilities.

Adventist Health Howard Memorial partners with Mendocino College to support the RN Program. Financial support is provided to cover the cost of one full-time instructor. Preceptorships are also provided at Adventist Health facilities. The support allows for a graduating class of nurses every year. Without this support, there would only be a graduating class every other year. There is a high demand for nurses and this contribution helps to meet that need.

In 2021, Adventist Health Howard Memorial continued funding for the instructor and provided a stipend for the RN Program administrator. There were five preceptorships and five students were hired by Adventist Health Howard Memorial.

The Adventist Health + Blue Zones Solution

Our desire to improve community well-being grew out of not only our mission at Adventist Health -to live God's love by inspiring health, wholeness and hope – but also by the sheer need as seen across our system of 23 hospitals. Overwhelmingly, we see issues related to health risk behaviors, mental health and chronic illnesses throughout the communities we serve. That is why we have focused our work around addressing behavior and the systems preventing our communities from achieving optimal health.

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

In 2020, Adventist Health acquired Blue Zones as the first step toward reaching our solution. By partnering with Blue Zones, we will be able to gain ground in shifting the balance from healthcare – treating people once they are ill – to transformative well-being – changing the way communities live, work and play. In 2021, Adventist Health committed to launching six Blue Zone Projects within our community footprint, and as we enter 2022 these projects are active. Blue Zone Projects are bringing together local stakeholders and international well-being experts to introduce evidence-based programs and changes to environment, policy and social networks. Together, they measurably improve well-being in the communities we serve.