ADVENTIST HEALTH
TULARE

2025

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

Adventist Health
Tulare

Table of Contents

I. PURPOSE & SUMMARY 3
II. GETTING TO KNOW US
Who we Serve.....4
Adventist Health.....5
III. CHIS Update FY 2025
a. High Priority: Financial Stability.....7
b. High Priority: Food Security 8
c. High Priority: Mental Health 9
IV.SIGNIFICANT IDENTIFIED HEALTH NEEDS.....10
V. COMMUNITY HEALTH FINANCIAL ASSISTANCE FOR MEDICALLY NECESSARY CARE COMMITMENT 11
VI. Closing 12
VII. Financial Table.....13

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, the Central Valley Network (CVN) comprised of Adventist Health's four hospitals located in Hanford, Tulare, Reedley and Selma 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: Aging, civic government and leadership, community-based organizations focusing on healthcare consumer, law enforcement, low-income, medically underserved, minority populations, substance abuse, transportation and unhoused 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, the CVN 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 you will find strategies, tactics, and partnerships that address the following health needs identified in the 2022 CVN CHNA:

Financial Stability

Food Security

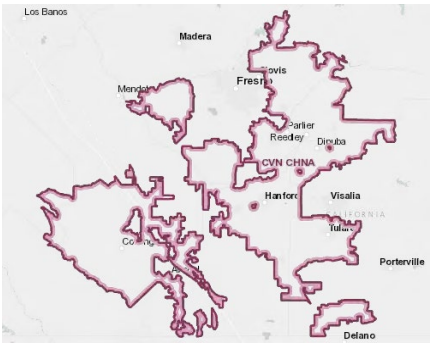
Mental Health

Who We Serve

DEMOGRAPHIC PROFILE

The following zip codes represent Adventist Health Central Valley Network's primary service area (PSA), accounting for 75% of hospital discharges. Additionally, we took a collaborative approach and expanded our PSA by inviting Steering Committee members to include the zip codes of those they serve.

The CVN CHNA market has a total population of 537,932 (based on the 2020 Decennial Census). The largest city in the service area is Tulare, with a population of 59,312. The service area is comprised of the following zip codes: 93219, 93648, 93625, 93646, 93609, 93647, 93631, 93657, 93245, 93234, 93239, 93654, 93204, 93618, 93230, 93615, 93662, 93212, 93630, 93619, 93210, 93656, 93274.



Total Population

537,932

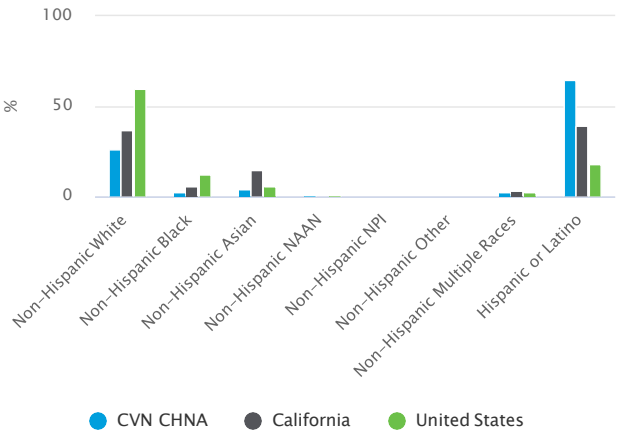
57.31%

of the population owns their home

42.69%

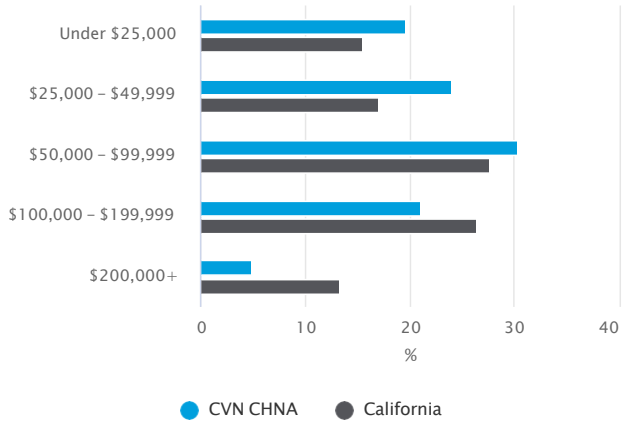
of the population rents their home

Population by Combined Race and Ethnicity

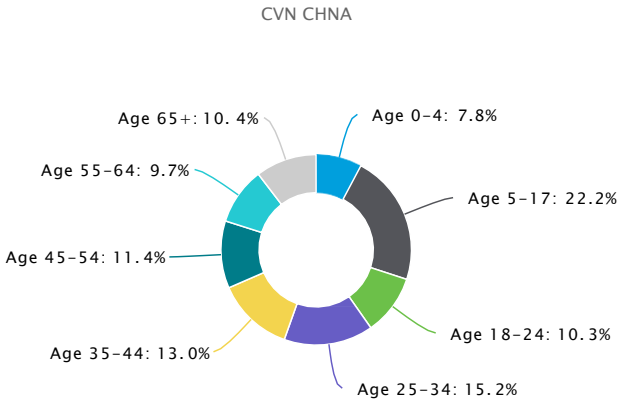


Note: NAAN = Native American or Alaska Native, NPI = Native Hawaiian or Pacific Islander.

Household Income Levels



Total Population by Age Groups, Total



About Us

Adventist Health Tulare

Located at the foot of the Sierra Nevada mountains and in the heart of the San Joaquin Valley, Tulare is a small agricultural town. Serving the town and the surrounding rural communities of Tulare County since 1971, Adventist Health Tulare is a 101-bed hospital dedicated to providing the highest level of clinical quality and safety while offering a vast range of services to those in need.

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 CVN CHNA Steering Committee 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 yearly basis through the annual community health plan update. This is year three, of a three-year strategy to improve the health our community. We invite you to learn about the actions, activities and programs that have been implemented in 2025.

Action Plan for Addressing High Priority Needs

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

ADDRESSING HIGH PRIORITY: Financial Stability

GOAL	Advocate for and collaborate with internal and external partners to identify community members experiencing poverty and connect them to support services to lessen financial burden.

Strategy 1:	Partner with external partners to provide financial literacy programs.
Strategy 2:	Provide space to collaborate with external partners to provide resources for the community.

FY 2025 YEAR THREE Actions: Program/Activity

COMMUNITY IMPACT SUMMARY/ALL STRATEGIES

To help students start the school year on a healthy note, Adventist Health Medical Office - Tulare hosted a free Back-to-School Health Fair on August 2, 2025.
An amazing team of Adventist Health volunteers offered much more than just medical care — it was a full day of support, service, and community connection.
Thanks to the hard work and dedication of our providers, clinical teams, staff, and community partners, the event was a success and resulted in:

- Nearly 100 free wellness exams for children and adults
- More than 30 dental exams
- Over 120 backpacks provided to local students
- Guests enjoying free haircuts, Mexican food, tri-tip sandwiches, and snow cones
- Families being gifted with fresh fruits and vegetables, thanks to a generous donation from the Seventh-day Adventist Church
- Children enjoying face painting and other fun activities

Community partners added to the excitement:

- City of Tulare Fire Department – Let children pose for photos in front of the fire engine.
- Life Star Ambulance – Gave families a close look at emergency care services
- Tulare Force Soccer League – Engaged youth and promoted local recreation
- Tulare Hospital Community Health Foundation – Supported outreach and awareness, including promotion of an upcoming Proud to Wear Pink event in support of breast cancer awareness.

Adventist Health Tulare supported student athletes by providing free sports physicals at the following locations.

- Mission Oak High School (Tulare) - 224 sports physicals
- Tulare Union High School (Tulare) - 120 sports physicals
- Tulare Western High School (Tulare) - 198 sports physicals

Schools require sports physicals for athletes of all ages to determine medical eligibility for participation in school athletics. Each exam included basic health screening—height and weight measurements, blood pressure checks, and vision testing—and typically lasted 30–45 minutes. Every student also received a swag bag containing a water bottle and school supplies to support their academic and athletic success.

These free physicals help address significant access-to-care challenges in the Tulare region, where **98.58 % of residents live in a federally designated Health Professional Shortage Area (HPSA) and 24.10% of children live in households with income below the Federal Poverty Leve.** By removing financial and logistical barriers, the event ensured that more students could safely participate in school sports.

The physicals were conducted by licensed Adventist Health resident physicians, working under the supervision of program faculty. All evaluations followed California Interscholastic Federation (CIF) guidelines, ensuring that each student met the health and safety standards required for athletic participation.

ADDRESSING HIGH PRIORITY: Food Security

GOAL	Strive to give access to current food distribution programs to the community identified by clinical screenings.

Strategy 1:	Increase clinical screenings to identify patients in need of current food distribution programs.
Strategy 2:	Expand food program in all clinics (such as Nutrible, food banks).

FY 2025 YEAR THREE Actions: Program/Activity

COMMUNITY IMPACT SUMMARY/ALL STRATEGIES

A comprehensive list of all local food-distribution sites and their scheduled dates was created and available for any patient identified as being in need of food assistance.

Clinics continued to follow established practice standards to screen and evaluate patients for food insecurity, ensuring that individuals and families facing nutritional challenges are connected to appropriate community resources.

ADDRESSING HIGH PRIORITY: Mental Health

GOAL	Provide mental health awareness and access to our communities.

Strategy 1:	Work with internal and external stakeholders to provide educational awareness.
Strategy 2:	Create awareness and increase Adventist Behavioral Health virtual visits utilizing the Bridge program to help identify patients seen through emergency departments.

FY 2025 YEAR THREE Actions: Program/Activity

COMMUNITY IMPACT SUMMARY/ALL STRATEGIES

Adventist Health participated in Breaking the Stigma -Suicide prevention walk and event providing resources to community members who attended.

Working specifically with Champions Recovery organization to focus on substance abuse and mental health, utilizing their programs and resources. Adventist Health Substance abuse navigators and Community Health workers work closely with champions case management to align their services with our patients.

Significant Identified Health Needs

The Adventist Health Community Well-Being team and community partners collectively reviewed all relevant significant health needs identified through the CHNA process. Using a community health framework developed for this purpose, 12 significant health needs were initially considered. The list of significant needs are as follows:

- Access to Care
- Community Safety
- Community Vitality
- Education
- Environment & Infrastructure
- Financial Stability
- Food Security
- Health Conditions
- Health Risk Behaviors
- Housing
- Inclusion & Equity
- Mental Health

From this group of 12, several high priority health needs were established for CVN. High priority health needs were chosen as they had demonstrated the greatest need based on severity and prevalence, intentional alignment around common goals, feasibility of potential interventions, and opportunities to maximize available resources over a three-year period.

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

TABLE OF SIGNIFICANT IDENTIFIED HEALTH NEEDS

Financial Stability
Food Security
Mental Health
Lower Priority Needs that will not be addressed directly by Adventist Health Tulare due to limited resources, expertise and feasibility of viable interventions
Housing
Health Risk Behaviors
Health Risk Condition
Access to Care
Environment & Infrastructure
Inclusion and Equity
COVID
Education
Community Vitality
Community Safety

Scan the QR code for the full Secondary Data Report

Community Health Financial Assistance for Medically Necessary Care Commitment

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

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

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

To review this report as well as our most recent Community Health Needs Assessment and Community Health Implementation Strategy, please visit:
https://www.adventisthealth.org/central-valley/about-us/community-benefit/
https://www.adventisthealth.org/about-us/community-benefit/

At Adventist Health, community benefit is an essential extension of our mission and the care continuum. Our investments are guided by our Community Health Needs Assessments and reflect a proactive, strategic approach to improving the health and well being of the communities we serve. All community benefit activities are reported at cost. Patient financial assistance (charity care) included in this report is submitted to the California Department of Health Care Access and Information (HCAI) through the Hospital Annual Financial Disclosure Reports, as required by Assembly Bill (AB) 204. Community benefit expenses related to charity care, Medi-Cal, and other means tested programs are calculated using a cost to charge ratio to reflect the cost of services net of any associated revenue. Other community benefit activities are valued using standard cost accounting methodologies, and restricted offsetting revenue is deducted where applicable to determine the net community benefit.

In accordance with AB 204, Section 95103, net community benefit expenses are reported separately for services provided to vulnerable populations and for services that benefit the broader community. These totals represent the economic value of Adventist Health's commitment to meeting community needs and advancing equitable health outcomes.

Adventist Health Tulare Year 2025	Net Vulnerable Population	Net Broader Community	Total Community Benefit
Traditional charity care	$730,008	$0	$730,008
Public programs - Medicaid	$15,915,538	$0	$15,915,538
Medicare	$1,014,387	$0	$1,014,387
Other means-tested government programs (Indigent care)	$0	$0	$0
Community health improvement services	$338,690	$446,809	$785,499
Health professions education	$0	$4,081,887	$4,081,887
Non-billed and subsidized health services	$0	$15,556	$15,556
Generalizable Research	$0	$0	$0
Cash and in-kind contributions for community benefit	$0	$0	$0
Community building activities	$0	$1,000	$1,000
TOTAL COMMUNITY BENEFITS	**$17,998,623**	**$4,545,252**	**$22,543,875**

Adventist Health
Tulare