



ADVENTIST HEALTH
GLENDALE

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 Glendale 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: Civic government and community-based organizations focusing on children, education, faith, healthcare, higher education, law enforcement, LGBT community, low-income, medically underserved, mental health, minority populations, providers, and public health populations.

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

The CHIS consists of a long-term community health improvement plan that strategically implements solutions and programs to address our health needs identified in the CHNA. Together with the Adventist Health Well-Being team, local public health officials, community-based organizations, medical providers, students, parents, and members of selected underserved, low-income, and minority populations, Adventist Health Glendale intentionally developed a strategic plan to address the needs of our community.

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

Access to Care

Health Conditions

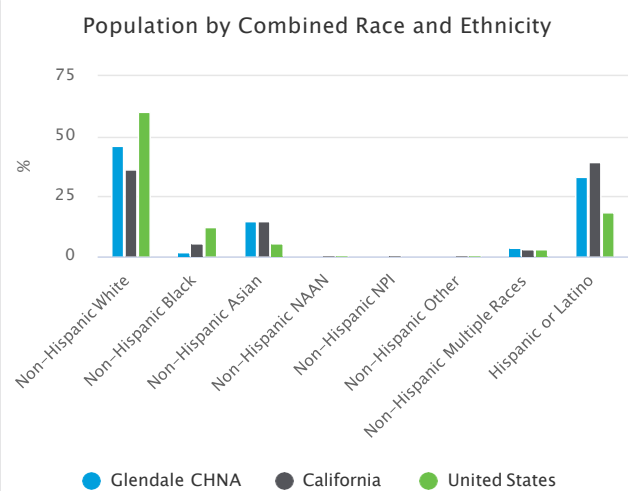
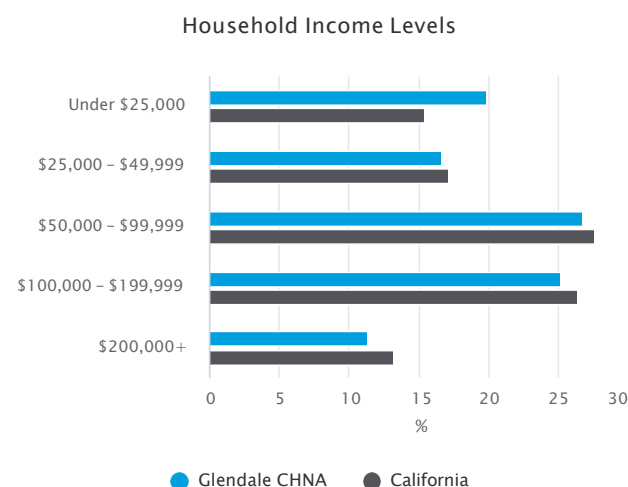
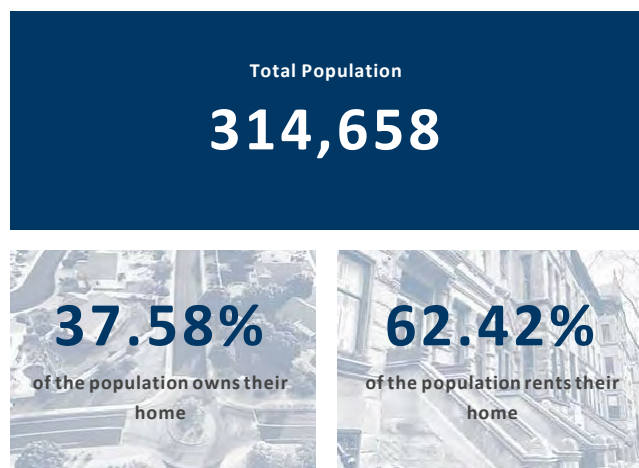
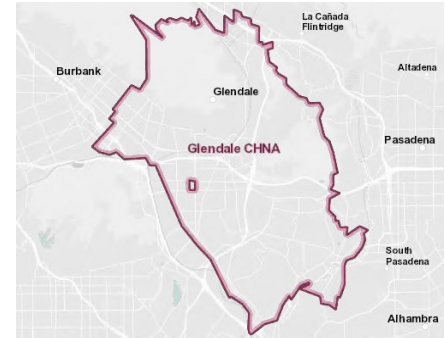
Mental Health

Who We Serve

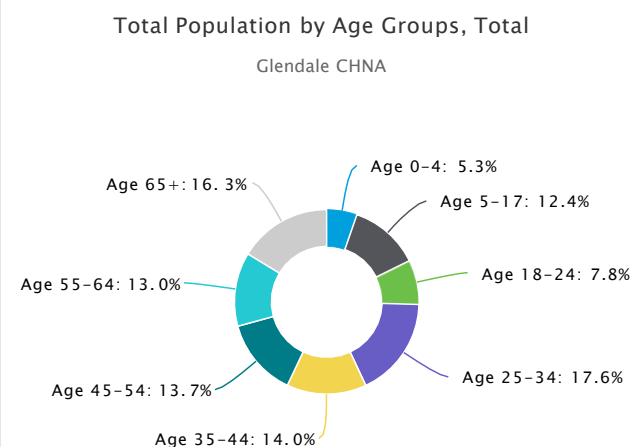
DEMOGRAPHIC PROFILE

The following zip codes represent Adventist Health Glendale'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 Adventist Health Glendale CHNA market has a total population of 314,658 (based on the 2020 Decennial Census). The largest city in the service area is Glendale, with a population of 191,761. The service area is comprised of the following zip codes: 91020, 91201, 91206, 91203, 91205, 90065, 91207, 90041, 91204, 90042, 91208, 91202.



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



About Us

Adventist Health Glendale

Although largely known by its adjacent 'City of Angels' neighborhood, Glendale is its own unique community with shops, family-owned businesses, scenic Forest Lawn Memorial Park treks, and endless varieties of culturally diverse restaurants including well-known and local favorite Cuban bakery, Porto's.

Located in the center of beautiful mountain ranges, Adventist Health Glendale is a 515-bed medical center and acts as an active and devoted leader in promoting a healthy lifestyle and the highest quality of medical care. Key services include our heart and vascular institute, neurology institute, spine institute and more. We are proud to serve a section of Los Angeles County.

Adventist Health

Adventist Health is a faith-inspired, nonprofit integrated health system serving more than 80 communities on the West Coast and Hawaii. Founded on Adventist heritage and values, Adventist Health provides care in hospitals, clinics, home care agencies, hospice agencies and joint-venture retirement centers in both rural and urban communities. Our compassionate and talented team of 34,000 includes associates, medical staff physicians, allied health professionals and volunteers driven in pursuit of one mission: living God's love by inspiring health, wholeness and hope. Together, we are transforming the American healthcare experience with an innovative, yet timeless, whole-person focus on physical, mental, spiritual and social healing to support community well-being.



Adventist Health's Approach to CHNA & CHIS

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

The following pages highlight the key findings the Adventist Health Glendale 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 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 Plan for Addressing High Priority Needs

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

ADDRESSING HIGH PRIORITY: ACCESS TO CARE

GOAL	Increase the number of primary care providers.
Strategy:	Recruit, prepare, and place physician residents into family/primary care practice within the service area.
FY 2025 YEAR THREE Actions:	
Adventist Health Family Medicine Residency Program — training physician residents to specialize in family practice and serve in the Glendale community after completion. Training takes place in a range of locations both within and outside of the health system.	
COMMUNITY IMPACT SUMMARY/ALL STRATEGIES:	
Adventist Health Glendale (AHGL) 2025 initiatives significantly advanced community health by increasing physician retention, delivering essential clinical and pharmacy services, and supporting vulnerable patients through medication assistance and transportation programs.	
Adventist Health Glendale (AHGL) had seven residents graduate from our Family Medicine Residency Program (FMRP) in June 2025. Five of the residents remained in AHGL's service area after graduation (over 70%).	
Family Medicine Residency Program provided free and low-cost health care services to medically underserved: • Glendale Community Free Clinic – Residents staffed the clinic 2x/month. • Pharmacy provided \$7,138 in supplies to the free clinic. • Glendale Community College Student Health Clinic – Residents staffed the clinic 1-2 days a week. • Glendale Unified School District (GUSD) – Residents performed 60 sport physicals.	
Health Care Career Promotion: • Residents participated on career panel, <i>Pathways in Family Medicine</i> • Residents attended <i>Primary Care Summit</i> at UC Riverside School of Medicine.	
Pharmacy provided free and low-cost medicine to underserved community members: • Insulin was provided to the Glendale Community Free Clinic for 16 people. • 187 charity prescriptions were dispensed by Satellite Medication Dispensing (SMD) totaling \$12,940. • \$2,437 spent on ongoing flu vaccination clinic with over 200 participants. • 117 Pharmacy Residents from 9 universities logged 28,080 hours at AHGL. • 2208 hours spent to manage 340B Drug Discount Program (Managers: 1,205 hours, Staff: 1003).	
Patient Transport and Ambulance services provided: • AHGL provided over \$165,800 in transportation and ambulance services for low-income and underserved patients.	
ADVENTIST HEALTH COMMUNITY IMPACT IN THE NEWS:	
<u>AHGL FMRP Honored by USC Keck School of Medicine.</u>	
<u>AHGL Family Medicine Residency Program attended the annual American Academy of Family Physicians (AAFP) to recruit future medical students exploring careers in family medicine.</u>	
Adventist Health was a Premium Sponsor at the California Academy of Family Physicians (CAFP) <u>POP! Conference 2025.</u>	

ADDRESSING HIGH PRIORITY: HEALTH CONDITIONS

GOAL	Reduce the rate of heart disease, related conditions, and risk factors.
Strategy:	Offer a range of education, screening, healthy lifestyle, condition management, and preventive services in the service area.
FY 2025 YEAR THREE Actions:	
Live Well Community Programs — free, community-based programs offered by Adventist Health Glendale. Includes a variety of fitness, nutrition, education, and other activities, through a range of events; with the intention of addressing health conditions in the community.	

COMMUNITY IMPACT SUMMARY/ALL STRATEGIES:	
Throughout 2025, Adventist Health Glendale strengthened community health by offering extensive wellness programming, senior services, cancer support groups, and preventive education—reaching thousands of participants across their service area.	
Go Heart Wellness Program (18-55+ year-olds)	
- Go Heart Wellness Program held semi-monthly fitness events in both Los Angeles (Yosemite Park) and Glendale (Verdugo Park). Go Heart Wellness offered 28 classes in 2025 with over 700 attendees. - Monthly newsletter sent to 410 community members between 18-55+ years of age. - Events were managed on MeetUp with 808 community members and Eventbrite with 360 followers. - Provided yoga class and park permit for Glendale Health and Wellness Fair held at Verdugo Park in April.	
Live Well Senior Program (60+ year-olds)	
- Membership increased with 139 new members in 2025. Current membership over 2,350 local seniors. - Five weekly fitness classes were scheduled. 228 classes met in 2025 with over 5,827 participants. - AHGL participated in city-wide Disaster and Emergency Preparation Workshop in November. Over 275 seniors attended. AHGL provided instruction on communication options and things to consider in an emergency. - Quarterly educational seminars were provided by our physicians. Four seminars were hosted with 382 attendees. - Weekly email sent to over 2000 members with 60% email open rate. - Participated on City of Glendale Community Services Committee. Met quarterly. - Participated in Senior Street Fest, over 190 older adults visited our booth at the event. - Weekly Game Day – 48 games hosted with almost 500 participants.	
Cancer Center Supportive Services	
- Cancer Support group met weekly. - Art Therapy group met twice a month. - Brain Cancer Support group met twice a month. - Tai Chi and Yoga classes were offered February – May 2025. Chair fitness classes are now available through Live Well Community Program office. - Held Prostrate Screening Event. See Screenings below.	
Preventative, Education, and Awareness Events	
- Sidewalk CPR at the Americana. 200 people attended. - Semi-monthly Diabetes Education classes offered. - Power of Pink Breast Cancer Awareness event was held in October with over 250 participants. - Heart Awareness event was held in February with 120 participants. - Flu and Covid Vaccination Clinic (ongoing) had 200 participants. - Ongoing prenatal, parenting, and infant care classes provided instruction to 471 participants. - Cal Fresh Healthy Living Program grant provided over 200 classes and events, including nutrition, physical activity, food tasting and cooking demonstrations. Over 1,300 community members participated. - FMRP faculty and Live Well Community Programs planned six educational seminars and scheduled them to start in February 2026.	

- Emergency Department staff volunteered to assist fire victims in Altadena.

Screenings:

- AAMS 14th Annual Health Festival – Over 100 uninsured or underinsured people screened. Over 500 attended.
- AHGL Cancer Center Prostrate Cancer Screening – 18 participants were screened at the event.
- BMW Employee Health Fair – Over 50 people attended.
- Glendale Health and Wellness Fair – Resident physicians and faculty attended event.

STRATEGY THAT CHANGED DURING THE YEAR:

1. Go Heart Wellness program administrative tasks were streamlined in 2025 saving \$10,000 in vendor services.
2. January 2025 community events were cancelled due to Altadena's Eaton Canyon Fire.
3. Disaster and Emergency communication reference cards were created for older adult population to reference.
4. The Savey Tufenkian Cancer Survivorship Program was fully implemented in 2025.
5. Sunset planning for Cal Fresh Healthy Living Program grant term ending; funding will end February 2026.

ADVENTIST HEALTH COMMUNITY IMPACT IN THE NEWS:

[AHGL National CPR Awareness Week](#) (AH SharePoint)

[Power of Pink Breast Cancer Awareness](#) (AH SharePoint)

ADDRESSING HIGH PRIORITY: MENTAL HEALTH

GOAL	Improve mental health awareness, access to resources, and outcomes for different populations and needs.
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Strategy 1:	Enhance student awareness and access by supporting school wellness centers, implementing a communications and engagement strategy, and connections to resources and services.
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FY 2025 YEAR THREE Actions:

A partnership with Glendale Unified School District, which uses multiple forms of navigation to a) build awareness about mental health, and b) connect students to appropriate resources for their needs.
The objectives are to improve student mental health knowledge, attitudes, experiences, and outcomes.

Strategy 2:	Homelessness/Housing Navigation program in Behavioral Health Unit.
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FY 2025 YEAR THREE Actions:

Care managers work with individual patients to assess their situation and connect them with a continuum of various community resources which best fit their specific needs.

COMMUNITY IMPACT SUMMARY/ALL STRATEGIES:

Strategy 1 (School Wellness Centers)

In partnership with Glendale Unified School District, AHGL Foundation provided funding for wellness rooms at local high schools. These spaces support mental health by providing counseling, support groups, and lunchtime presentations. Thousands of students across the district continue to utilize the Wellness Rooms each year. This strategy was completed in FY 2023 (Year 1), and students continue to benefit from its outcomes.

In 2025, Adventist Health Glendale (AHGL) advanced its homelessness and behavioral health strategy through coordinated care, strong community partnerships, and expanded support services that improved outcomes for unhoused patients and strengthened mental health resources across the region.

Homelessness/Housing Navigation program:

- Over 1,200 indigent and homeless patients were seen in 2025. 100% were admitted for treatment. Over 95% accepted placement with our community partners at discharge.
- Four Behavioral Health Unit (BHU) staff members met weekly with Los Angeles County Department of Mental Health (LACDMH) as part of the Homeless Outreach and Mobile Engagement (HOME) Team to coordinate and manage services for our most vulnerable and disengaged community members.
- AHGL had a 23% decrease in readmission rates for unhoused patients.
- BHU Director attended semi-monthly meetings with CA Association of Hospitals. Best practices for SB43 and CARE Court taking effect January 2026 were discussed.
- 25 case managers attended monthly meetings with community partner Charlie Health to improve outpatient treatment. Charlie Health is one of our HOME Team partners.
- BHU staff had ongoing shoes, clothing, and book drive. Chaplain's Office picked up and distributed items each month.
- \$110,825 paid to National Health Foundation to provide care for unhoused patients after discharge.
- Music Therapy in Psychiatric Care Project had 56 staff members and 100's of patients participate. Sessions ran for 8 weeks with live music 3x/week. 80% of nursing staff strongly agreed that music therapy sessions decreased patients' anxiety and patients were more appreciative.
- NAMI Walk and Mental Health Fair, 450 people attended AHGL's booth to raise mental health awareness. BHU staff contributed 120 volunteer hours.

- AHGL Foundation coordinated and funded Substance Use Navigator (SUN) in Emergency Department (ED). ED has had a SUN in place for the past three years.

Grief and Loss Support Group (January – August)

- Weekly group meetings were facilitated by Chaplain's Office. Over 410 community members participated in free grief counseling sessions in 2025.

STRATEGY THAT CHANGED DURING THE YEAR:

Los Angeles County reported homelessness is decreasing for the second year in a row.

City of Glendale reported a 13% increase in homelessness in 2025 compared to the previous year.

In August 2025, Chaplain's Office, Beyond Loss Grief Support groups were no longer facilitated by Chaplain's Office.

ADVENTIST HEALTH COMMUNITY IMPACT IN THE NEWS:

Rotary Club of Mental Health & Wellness teamed up with the Rotary Club of Rancho Park to provide a remodel of BHU's waiting area.

Declining Homelessness is now a Trend in Los Angeles County

ADDITIONAL COMMUNITY SUPPORT:

Programs, partners, and activities in addition to 2023 Community Health Implementation Strategy and updates.

Community Health and Awareness Supporters:

- City of Glendale Fire
- City of Los Angeles Fire (Eagle Rock Station)
- Armenian American Medical Society
- Glendale Unified School District
- UC Riverside School of Medicine
- Armenian Bone Marrow Registry
- Los Angeles Homeless Services Authority
- COPE Health Scholars Los Angeles
- Glendale Police
- Glendale Healthy Community Coalition
- YMCA Glendale and Pasadena
- Soroptimist International of Glendale Bras for a Cause
- City of Glendale Senior Services Committee
- NAMI Greater Los Angeles County
- Glendale Community College
- EMS

Partners Supporting AHGL Community Programs:

- City of Los Angeles Parks and Recreation
- City of Glendale Community Services and Parks
- Jewel City Knitters
- Southern California Alzheimer's Association
- Vallejo Drive Seventh-day Adventist Church

AHGL Grants and Donations for 2025:

- Women's Twentieth Century Club of Eagle Rock
- The Glendale Historical Society
- Glendale Police Foundation
- Community Center of La Canada Flintridge
- Eagle Rock Chamber Of Commerce
- Glendale Adventist Academy
- Glendale Arts International Film Festival
- The Campbell Center
- Glendale Kiwanis Foundation
- Rotary Club of Glendale
- Eagle Rock Seventh-day Adventist Church

Work Force Development (Nursing):

- Pasadena Community College (44 students, 540 hours)
- Glendale Community College (63 students, 1080 hours)
- Azusa Pacific University (33 students, 4454 hours)
- MFSON (54 students, 696 hours)

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 Adventist Health Glendale. 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, FY 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

Access to Care
Health Condition
Mental Health
Lower Priority Needs that will not be addressed directly by Adventist Health Glendale due to limited resources, expertise and feasibility of viable interventions
Housing
Health Risk Behaviors
Mental Health
Food Security
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:

<https://www.adventisthealth.org/patients-and-visitors/bill-pay/>



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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/glendale/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 Glendale FY 2025	Net Vulnerable Population	Net Broader Community	Total Community Benefit
Traditional charity care	\$1,622,299	\$0	\$1,622,299
Public programs - Medicaid	\$51,146,892	\$0	\$51,146,892
Medicare	\$12,036,700	\$0	\$12,036,700
Other means-tested government programs (Indigent care)	\$0	\$0	\$0
Community health improvement services	\$477,265	\$526,388	\$1,003,653
Health professions education	\$0	\$5,992,164	\$5,992,164
Non-billed and subsidized health services	\$0	\$26,158,341	\$26,158,341
Generalizable Research	\$0	\$0	\$0
Cash and in-kind contributions for community benefit	\$0	\$14,525	\$14,525
Community building activities	\$0	\$342,553	\$342,553
TOTAL COMMUNITY BENEFITS	\$65,283,155	\$33,033,971	\$98,317,126