



ADVENTIST HEALTH White Memorial
ADVENTIST HEALTH White
Memorial Montebello

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

2025

AdventistHealth 
White Memorial

AdventistHealth 
White Memorial
Montebello

Table of Contents

I.	PURPOSE & SUMMARY	3
II.	GETTING TO KNOW US4	
	Who we Serve.....	4
	Adventist Health.....	5
III.	CHIS Update FY 2025	
	a. High Priority: Access to Care.....	7
	b. High Priority: Financial Stability.....	11
	c. High Priority: Food Security.....	13
	d. High Priority: Mental Health	15
IV.	SIGNIFICANT IDENTIFIED HEALTH NEEDS.....	17
V.	COMMUNITY HEALTH FINANCIAL ASSISTANCE FOR MEDICALLY NECESSARY CARE COMMITMENT.....	18
VI.	Closing.....	19
VII.	Financial Table.....	20

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 White Memorial 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: Community-based healthcare organizations focusing on education, family services, formerly incarcerated, low income, mental health, minority populations, public health, students 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, Adventist Health White Memorial 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 White Memorial CHNA:

Access to Care

Financial Stability

Food Security

Mental Health

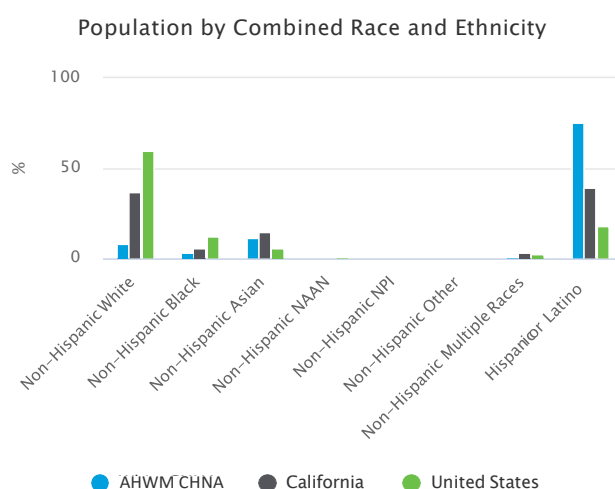
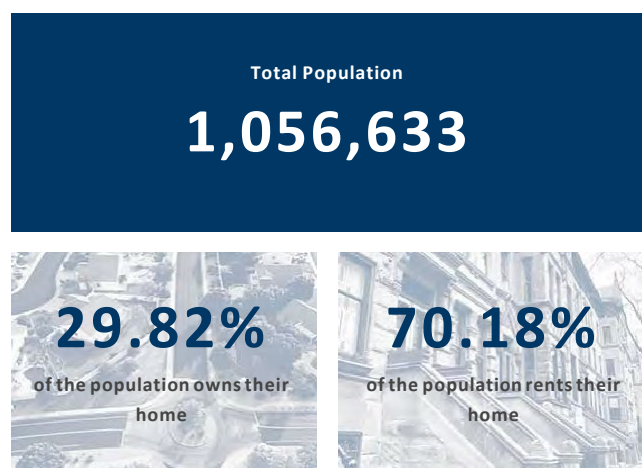
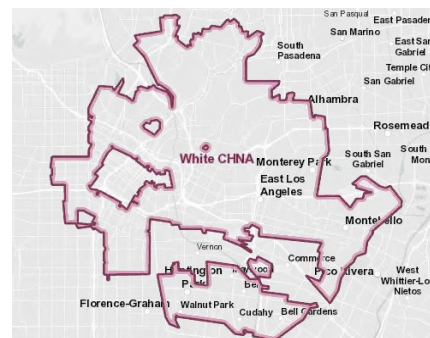
Adventist Health White Memorial Montebello joined the Adventist Health System in September 2023 and is considered consolidated within the strategy and corresponding community benefit reporting for Adventist Health White Memorial per licensing structure. As such, the community health implementation strategy and this Community Health Plan Update, FY 2025 are inclusive for both facilities.

Who We Serve

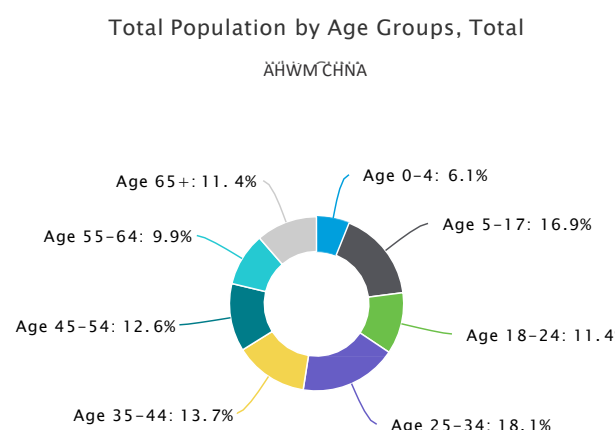
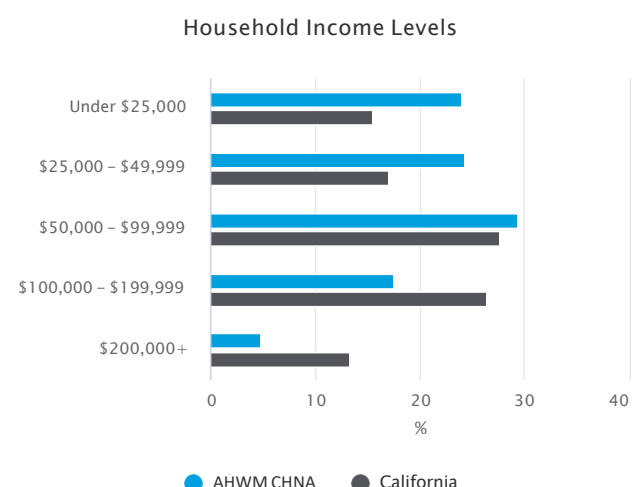
DEMOGRAPHIC PROFILE

The following zip codes represent Adventist Health White Memorial'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 White Memorial CHNA market and now Adventist Health White Memorial Montebello has a total population of 1,056,633 (based on the 2020 Decennial Census). The largest city in the service area is East Los Angeles CDP, with a population of 126,496. The service area is comprised of the following zip codes: 90031, 90042, 90201, 90012, 90270, 91754, 90026, 90023, 90007, 90057, 90255, 90640, 90065, 90022, 90063, 90033, 90032, 90006, 90011, 90021, 91803.



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



About Us

Adventist Health White Memorial

Adventist Health White Memorial is a 353-bed not-for-profit, faith-based, teaching hospital, providing a full range of inpatient, outpatient, emergency and diagnostic services to communities in and near downtown Los Angeles.

Adventist Health White Memorial Montebello

Has 202 licensed beds and provides a full range of inpatient and outpatient care. From emergency services and hospitalization to outpatient procedures, the hospital offers the latest technology for diagnostic and treatment options. A medical staff of over 375 physicians, representing a wide spectrum of specialties, is supported by experienced and dedicated employees and volunteers.

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 White Memorial 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 White Memorial and Adventist Health White Memorial Montebello provided in 2025 to address each selected High Priority Need.

ADDRESSING HIGH PRIORITY: ACCESS TO CARE

GOAL	Advocate for and collaborate with internal and external partners to identify community members experiencing difficulties accessing care and connect them to support services to increase access to care.
Strategy 1:	Utilize stakeholders' existing intake processes to identify individuals experiencing access to care and enroll/direct them in existing services and programs.
Strategy 2:	Meet to identify existing community resources, programs and organizations that can lessen financial burden on parents/care givers and engage them to work collaboratively to streamline offering services to families and children.

FY 2025 YEAR THREE Programs/Activity

COMMUNITY IMPACT Access to Care SUMMARY/ALL STRATEGIES: Include Metrics where available

Goal - Advocate for and collaborate with internal and external partners to identify community members experiencing difficulty accessing care and connect them to services that improve health outcomes. Twenty miles outside service area (Boyle Heights and East LA) attended the event. Strategies - Expand healthcare navigation and enrollment services - Increase transportation access - Strengthen prenatal and chronic disease support - Enhance community health literacy 2025 Community Impact In 2025, Adventist Health White Memorial played a pivotal role in advocating for and collaborating with internal and external partners to enhance community access to care through the following initiatives: Access to care programming continued to scale significantly in 2025: Total client encounters: 965 at both hospitals with 1,226 total community resources and services provided. 4,266 hospital taxi & rideshare vouchers provided by Adventist Health White Memorial Hospital and 156 by the Community Well-Being Center 92 METRO LIFE program navigations with 46 enrollments (August – December) 1,785 diabetes care visits delivered via telehealth and in-person services with health education workshops and classes offered to each patient. 1,611 Welcome Baby prenatal/postnatal program participants participated in classes/workshops (breastfeeding and mental health) with an average of 59% engagement - The Community Well-Being Center continued to assist our residents in finding healthcare coverage that is right for them. Bilingual counselors are available and guide individuals' step by step through the enrollment process. On-site eligibility specialists can answer questions regarding healthcare coverage and provide information on healthcare coverage options and referrals to agencies and programs based on needs. Those needs include food security, help to pay rent and utilities, immigration status, employment opportunities, in-home support, and wellness program. In 2025, over 371 health enrollments were completed, and 139 health system navigation assistance were provided. 533 documented social service interventions 11,510 health and wellness workshops and classes participants at both Los Angeles and Montebello
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- **40 workshops in the community garden providing mental health healing (Wellnest), fitness classes, and farm-to-table and sustainability (Salesian Youth Center).**

Unique Community Outreach

- One of the year's most transformative outreach events brought together health, hope, and essential resources under one roof. Our comprehensive health and wellness resource fair hosted at the White Memorial Church on campus scored big, by delivering access to care for every attendee. People from 100 miles outside service area (Boyle Heights and East LA) attended the event due to the high need and great promotion.

Health and Wellness Resource Fair Event Impact – October 2025:

- **500 attendees served** — many traveling 2–3 hours
- **60 community vendors and partners**
- **More than \$50,000 raised**
- **150 volunteers mobilized**

Health Services Provided

Comprehensive screenings included:

- General health
- Cancer
- Heart & stroke
- Diabetes
- Women's health
- Well-child exams
- Podiatry
- Vision
- Dental

Vaccinations administered:

- Flu
- COVID-19
- Shingles
- Measles
- Routine immunizations

Family & Community Resources

- Know Your Rights education
- Nutrition education
- Behavioral Health Education
- Spiritual Care Support
- Disaster Relief Assistance
- Eye & foot care resources
- 200 books distributed
- 100 toys distributed

- 300 grocery bags provided
- Games, music, and family activities

Media Coverage

- ABC, CBS, and local blogs covered the event as it unfolded.
- More than 50 organizations helped promote the event.

This event exemplified whole-person care — meeting clinical, social, and emotional needs simultaneously.

Christmas Tree Lighting and Toy Drive Event Impact – December 2025:

Bringing light, joy, and connection to the heart of the community, the 2025 Community Tree Lighting Celebration served as a powerful reminder that healing extends beyond clinical care — into moments of belonging, celebration, and hope.

This annual tradition united families, partners, volunteers, and staff in a festive gathering designed to uplift spirits while delivering meaningful holiday support to those who need it most.

Event Impact

- **1,000 community attendees** gathered in celebration
- Multigenerational families from across the community twenty miles outside service areas (Boyle Heights and East LA) attended the event.
- Community partners and volunteers activated to support holiday outreach

Holiday Giving & Resource Distribution

Through generous donor and partner support, families received essential holiday items and gifts, including:

- **800 Toys distributed to children and families**
- **500 Stuffed bears and holiday gifts**
- **1,000 Christmas Books in Spanish and English promoting literacy and learning**
- **300 Food bags distributed**
- **500 Kroger gift cards distributed**
 - Total value: **\$10,000**
- **Fundraised more than \$25,000**

These resources helped ensure families could celebrate the season with dignity, warmth, and joy.

Extended Community Holiday Impact

Additional holiday outreach connected the Tree Lighting to broader seasonal giving initiatives by supporting events in the community hosted by community partners that included:

- **10,000 toys distributed** through the “Miracle on 1st Street” through partnership support
- **150 toys** provided to children at the Rainbow Center
- **250 toys donated** to Boyle Heights Arts Conservatory

- **40 toys distributed** through Distrito 14 community partners
- Tabled at more than fifteen events across the Los Angeles and San Gabriel Valley region, reaching more than 25,00 people.

Media Coverage:

- Featured on NBC News and Telemundo 52 multiple times
- NBC News and Telemundo Meteorologist came on board as event emcee

Housing and care navigation Expansion:

- **1,229 homeless navigator referrals** connecting individuals to housing and support services with 720 cases in Adventist Health White Memorial, Los Angeles and 490 cases in Adventist Health White Memorial, Montebello.
- Delivered hygiene kits and food bags to more than 30 people in transitional housing Operation Stay Safe “Tiny Homes Project” on a monthly basis.

These programs reduced structural access barriers to care while improving early intervention, maternal health, and chronic disease management.

STRATEGY THAT CHANGED DURING THE YEAR:

- METRO LIFE Program added to the transportation access to enroll patients and community members into the low-income fare program for seniors, disabled and students.
- Began offering more Know Your Rights education and immigration legal services workshops provided to a community in fear.
- Medi-Cal and Medicare health insurance enrollments declined due to immigration fears. Focused on offering more education (workshops and classes) to inform the community about the state-of-affairs and their medical coverage.
- Got out in the field and reached the community more directly through event engagements and outreach efforts.

ADVENTIST HEALTH COMMUNITY IMPACT IN THE NEWS:

- **Health and Wellness Resource Fair** featured on CBS and ABC News
- **Christmas Tree Lighting** featured on NBC 4 and Telemundo

ADDRESSING HIGH PRIORITY: FINANCIAL STABILITY

GOAL	Develop systems and programs to aid our community in identifying and addressing key barriers to improving family financial stability.
Strategy:	Enhance current programs in workforce development and MAOF resource connections
FY 2025 YEAR THREE Programs/Activity	

COMMUNITY IMPACT Financial Stability SUMMARY/ALL STRATEGIES: Include Metrics where available

Goal

Develop programs that address economic barriers and create pathways to education, employment, and financial resilience.

Strategies

- Workforce development pipeline programs
- Youth internships and ambassador roles
- Financial literacy education
- Emergency assistance support

2025 Community Impact

Key financial stability outcomes include:

- **47 households supported** through utility financial assistance through our Healthcare Workforce Development and Volunteer Program
- **139 new workforce development volunteers** recruited
- **121 active interns** in healthcare career pathways
- **38 active Volunteer Ambassadors in both Los Angeles and Montebello**

Educational advancement milestones:

- **60 college students** currently enrolled in school are part of our Healthcare Workforce Development and Volunteer Program
- **23 of which are expected to be college graduates (2026)**
- **75 high school students engaged** across our Healthcare Workforce Development and Volunteer Program
- Collaborated with **15 ongoing community partners** (CBOs, corporate and educational institutions) and **added 12 new partners in 2025.**

Volunteer workforce contributions:

- **11,189 service hours donated**
- **\$449,126 total community impact value**

Community Well-being Center Education:

- **Provided 11 classes with almost 150 participants engaged in fraud prevention, technology literacy and emergency assistance.**

These initiatives are building a culturally competent healthcare workforce while improving economic mobility and educating the adult population.

STRATEGY THAT CHANGED DURING THE YEAR:

- Connecting families and adults from the Community Well-being Center with the youth in the Healthcare Workforce Development and Volunteer program.
- Increased participation from students and adults
- Increase disaster relief support and emergency preparedness

ADVENTIST HEALTH COMMUNITY IMPACT IN THE NEWS:

- **ABC and CBS coverage of Adventist Health White Memorial's Charitable Foundation Healthcare and Workforce Development and Volunteer program being selected as one of two grantees nationwide by Bank of America as a grantee under their Neighborhood Builders Program.**

ADDRESSING HIGH PRIORITY: FOOD SECURITY

GOAL	Advocate for and collaborate with internal and external partners to identify community members experiencing food insecurity and connect them to support services and CRC food distribution.
Strategy:	Utilize stakeholders' existing intake processes to identify those experiencing food insecurities and enroll/direct them to existing services and programs in-house as well as external partners.
FY 2025 YEAR THREE Programs/Activity	

COMMUNITY IMPACT Food Security SUMMARY/ALL STRATEGIES: Include Metrics where available

Goal Identify and support community members experiencing food insecurity through nutrition access, education, and distribution partnerships. Strategies • Pantry distribution and grocery support • Farmers market vouchers • Community garden education • Nutrition and wellness workshops • Grocery store gift cards 2025 Community Impact Food security initiatives continued to address hunger and nutrition inequities: • 1,917 pantry food bags distributed across both campuses in LA and Montebello • Over 2,000 pounds of produce harvested from the community garden • 2,704 farmers market complimentary produce vouchers redeemed by patients and community members in need. • \$14,530 in fresh food purchasing power distributed • 490 community garden participants at 40 workshops/classes • 500 Kroger gift cards distributed to people in need at the Christmas Tree Lighting event • 1,500 turkeys given out leading to Thanksgiving to neighbors of Boyle Heights and East LA. • 250 food bags distributed by our Boyle Heights community partner, Distrito 14 • Almost 200 emergency preparedness kits and toiletries distributed in 2025 In total, these efforts increased access to fresh, culturally relevant foods while promoting nutrition education and community connection.	STRATEGY THAT CHANGED DURING THE YEAR: • CalFresh cutbacks resulted in higher demand for food, which heightened our efforts locally and regionally (Montebello) • More emergency preparedness and toiletries created and distributed to people affected by the LA Fires. • More teaching to the community about farm-to-table techniques and sustainability, resulting in record numbers in harvesting at our Community Garden. Engaging not only community members and patients but also associates.
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ADVENTIST HEALTH COMMUNITY IMPACT IN THE NEWS:

- Our Community Garden was featured on NBC News at the end of 2024, bringing visibility to our Vive Bien! Program.
- Community Garden Open House allowed our garden to be experienced by everyone, resulting in a great word of mouth and digital/social media coverage.

ADDRESSING HIGH PRIORITY: MENTAL HEALTH

GOAL	Advocate for and collaborate with internal and external partners to identify community members who may benefit from mental health programs and connect them to these programs.
Strategy:	Utilize partners existing intake processes to identify those experiencing mental health barriers and enroll/direct them to existing services and programs in-house as well as external partners.
FY 2025 YEAR THREE Programs/Activity	

COMMUNITY IMPACT Mental Health SUMMARY/ALL STRATEGIES: Include Metrics where available

Goal

Expand access to mental health education, referrals, and supportive services that promote emotional well-being.

Strategies

- Community mental health classes
- Referral navigation
- Maternal mental health support
- Social connection programming

2025 Community Impact

Mental health initiatives reached hundreds of residents:

- **Total of 1,229 mental health referrals served** at both hospitals (LA and Montebello)
- **Total of 77 mental health referrals with 59** receiving service under our Welcome Baby program
- **86 education classes/workshops delivered** in partnership with Wellnest under their Café con Pan program.
- **964 mental health class participants** supported by our Behavioral Health unit and community partners like Wellnest
- **More than 20 spiritual care workshops offered**
- **More than 200 substance abuse referrals**

Programs focused on stress management, grief support, parenting resilience, and community healing — reducing stigma while improving access to care.

STRATEGY THAT CHANGED DURING THE YEAR:

- **LA Fires trauma and emotional impact on the community**
- **Need for emotional and spiritual support**
- **Emergency preparedness readiness**

ADVENTIST HEALTH COMMUNITY IMPACT IN THE NEWS:

- **Received funding from BMO Bank and L.A. Fires to support long-term effects of the fires on people in our community, particularly those in the Eaton Fire areas.**
- **Focusing a campaign on emotional support, spiritual care, and emergency preparedness into 2026.**

Adventist Health White Memorial & Adventist Health White Memorial Montebello Additional Narrative: Other programs/activities not included in the 2024 CHIS Strategic Plan that support community impact	Process Measures How many attendees? How many events?
● Grateful Journey Program, highlighting the stories from our patients, community and physicians, associates, and community leaders; all showing impact and a unifying philanthropic message of hope and resilience. ● More community engagement through signature events geared for our community ● More collaboration with key community partners like <i>Vision y Compromiso</i> and their “promotoras” program, reaching our community at a deeper level, while keeping the same level of trust and reputation.	● 15+ community events attended ● Six signature community events created in 2025 ● Total of 25,000 people reached at partnered community events in Boyle Heights, East LA, and Montebello. ● Total of 2,500 community members and neighbors engaged at our own signature events in Boyle Heights.

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 White Memorial. 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
Financial Stability
Food Security
Mental Health
Lower Priority Needs that will not be addressed directly by Adventist Health White Memorial and Adventist Health White Memorial Montebello due to limited resources, expertise and feasibility of viable interventions
Housing
Health Risk Behaviors
Health Conditions
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/about-us/community-benefit/> or
<https://www.adventisthealth.org/white-memorial/about-us/community-benefit/>
<https://www.adventisthealth.org/montebello/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 White Memorial FY 2025	Net Vulnerable Population	Net Broader Community	Total Community Benefit
Traditional charity care	\$1,961,433	\$0	\$1,961,433
Public programs - Medicaid	\$1,158,667	\$0	\$1,158,667
Medicare	\$576,310	\$0	\$576,310
Other means-tested government programs (Indigent care)	\$0	\$0	\$0
Community health improvement services	\$669,227	\$531,001	\$1,200,228
Health professions education	\$0	\$9,540,539	\$9,540,539
Non-billed and subsidized health services	\$0	\$9,296,397	\$9,296,397
Generalizable Research	\$0	\$0	\$0
Cash and in-kind contributions for community benefit	\$0	\$166,124	\$166,124
Community building activities	\$0	\$153,593	\$153,593
TOTAL COMMUNITY BENEFITS	\$4,365,637	\$19,687,654	\$24,053,291