

# Adventist Health Bakersfield

2019 Community Plan Update/Annual Report



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## Adventist Health Overview

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



### **OUR MISSION:**

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

### **OUR VISION:**

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

Adventist Health entities include:

- 21 hospitals with more than 3,200 beds
- More than 280 clinics (hospital-based, rural health and physician clinics)
- 13 home care agencies and seven hospice agencies
- Four joint-venture retirement centers
- Workforce of more than 35,000 includes associates, 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 other faiths to enhance the health of the communities we serve.

Our commitment to quality health care stems from our heritage, which dates back to 1866 when the first Seventh-day Adventist health care 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.

## Letter from the CEO



Dear Friends and Colleagues,

The COVID-19 pandemic created immense uncertainty in our world in 2020. As we begin to emerge, we carry with us a mixture of trepidation, relief, and hope. We have no idea what is coming down the pike, but at Adventist Health Bakersfield, we know our mission remains unchanged: Living Gods Love by Inspiring Health, Wholeness, and Hope. At our core, we aim to bring the best possible healthcare experience to our community. We aim to arm our teams with the tools necessary to achieve this goal.

Whether at home or at work, we continue to share the common bond of 'Being Adventist Health' as we confront this pandemic and plot our way forward in this era of a "new normal". While our strategies may differ from what they were in 2019, it is a constant that we have a God who loves us to lean on. Proverbs 3:5-6 states, "Trust in the LORD with all thine heart; and lean not unto thine own understanding. In all thy ways acknowledge him, and he shall direct they paths".

As we ramp up our health care efforts for our community, God is ready to offer a helping hand. He just asks us to trust Him. And He asks us to love one another. Generosity is the mindset and act of giving freely to others. When the COVID-19 pandemic began disrupting life, it became clear that giving boldly in ways that push each of us to think differently should become our focus. Throughout this pandemic, I've seen and heard some great generosity taking place within our community.

If empathy is the feeling that ignites us and compassion is the catalyst that moves us to action, we live in a mindset of generosity. Imagine the difference we can make in the world if enough people genuinely move into action!

Let's turn our empathy into action, and then let's take everything up a notch. What can you do this week to be more generous in more creative ways? How might you push yourself and those around you to think bigger and bolder about giving in ways that may even make you a bit uncomfortable?

Let's get out there and make a bold difference!

Warmly,

A handwritten signature in cursive script that reads "Sharlet Briggs".

Sharlet Briggs  
Market President and CEO



## Hospital Identifying Information



Number of Beds: 254

Mailing Address: PO Box 2615, Bakersfield, CA 93303

Contact Information: [www.adventisthealth.org/bakersfield](http://www.adventisthealth.org/bakersfield) or 661-395-3000

Existing healthcare facilities that can respond to the health needs of the community:

- Adventist Health Bakersfield
- The AIS Cancer Center
- Quest Imaging
- The Adventist Health Physicians Network

## Community Health Development Team



Sharlet Briggs, PhD.

Market President and CEO



Kiyoshi Tomono,

Vice President, Partnership

### CHNA/CHP contact:

Kiyoshi Tomono  
Vice President, Partnership  
PO Box 2615  
Bakersfield, CA 93303  
Phone: 661-869-6187  
Email: Tomonock@ah.org

Request a paper copy from Administration/President's office. To provide comments or view electronic copies of current and previous community health needs assessments go to: <https://www.adventisthealth.org/about-us/community-benefit/>

## Invitation to a Healthier Community

### Fulfilling the Adventist Health Mission

Where and how we live is vital to our health. We recognize that health status is a product of multiple factors. To comprehensively address the needs of our community, we must take into account health behaviors and risks, the physical environment, the health system, and social determinant of health. Each component influences the next and through strategic and collective action improved health can be achieved.

The Community Health Plan marks the second phase in a collaborative effort to systematically investigate and identify our community's most pressing needs. After a thorough review of health status in our community through the Community Health Needs Assessment (CHNA), we identified areas that we could address through the use of our resources, expertise, and community partners. Through these actions and relationships, we aim to empower our community and fulfill our mission, "Living God's love by inspiring health, wholeness and hope."

### Identified Community Needs

The results of the CHNA guided the creation of this document and aided us in how we could best provide for our community and the most vulnerable among us. As a result, Adventist Health Bakersfield has adopted the following priority areas for our community health investments for 2017-2019:

- [Mental health, housing and homelessness \(Point in Time Count, CLSH, City Serve, HireUp\)](#)
- [Overweight and obesity \(Mobile Kitchen Project, Waste Hunger Not Food\)](#)
- [Access to Care \(Children's Mobile Immunizations Program\)](#)
- [Preventive practices \(Cancer, Heart Disease Outreach\)](#)

Additionally, we engage in a process of continuous quality improvement, whereby we ask the following questions for each priority area:

- Are our interventions making a difference in improving health outcomes?
- Are we providing the appropriate resources in the appropriate locations?
- What changes or collaborations within our system need to be made?
- How are we using technology to track our health improvements and provide relevant feedback at the local level?
- Do we have the resources as a region to elevate the population's health status?

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 though, we hope you imagine a healthier region and work with us to find solutions across a broad range of sectors to create communities we all want for ourselves and our families.

## 2019 Community Benefit Update

In 2016, Adventist Health Bakersfield, conducted a community health needs assessment and was followed by a 2017 Community Health Plan (Implementation Strategy) that identified the priority needs listed below. The prioritized needs were chosen based on community health data and the voices of our community. Working together with our community is key to achieving the necessary health improvements to create the communities that allow each member to have safe and healthy places to live, learn, work, play, and pray. Below you will find an inventory of additional interventions supporting the health of our communities.

### Priority Need – Mental Health, Housing and Homelessness

#### Intervention: **Financial/Volunteer Support of the Homeless Point in Time Count**

Since January 2017, Kern County's homeless population has grown by 95%, largely driven by a dramatic 273% increase in unsheltered people. The Bakersfield Kern Regional Homeless Collaborative attributes these successive annual increases in homelessness to rising housing costs that have exceeded growth in wages, and to a critical shortage of affordable housing that reached a tipping point several years ago, both in Kern County and most other areas of California. The PIT Count has become an enormous management challenge, in terms of financial, logistical, technical, volunteer recruitment, training, and public relations aspects. This is even more challenging in an 8,000-square-mile county with a large urban area, 10 small cities, and more than 30 unique rural communities.

- Number of Community Members Served: 1,580 homeless individuals counted

#### Intervention: **California Landlords' Summit on Homelessness**

Adventist Health Bakersfield partnered with the California Landlords' Summit on Homelessness, an innovative landlord outreach program. Low housing supply has consistently been identified as a driver of homelessness. Kern County's own tight rental housing market makes it difficult to place voucher holders in permanent housing. As a result, many landlords have never considered participating in housing voucher programs. This situation was specifically identified as a major barrier facing Kern County's 10-year plan to end homelessness. It is a problem commonly encountered across California.

Additionally, The United States Interagency Council on Homelessness has identified landlord engagement as a crucial element in COVID-19 response. Given Kern County's serious shortage of affordable housing units and persistently low rental vacancy rates, strong landlord relationships are now more important than ever for the continuum of care. CLSH helps to overcome this last mile barrier to housing by educating landlords and property managers on the business and community benefits of renting to tenants currently experiencing homelessness. This opens a supply of units that would otherwise not have been available to voucher holders.

- Number of Community Members Served: 94 people housed, 84 rental housing units pledged



**Intervention: City Serve Support Services**

Adventist Health Bakersfield partnered with CityServe, a collaborative network of community organizations and churches connected to enable transformation in our city. CityServe resources local churches with tangible goods and capacity building, so they can reach the most vulnerable in our neighborhoods. When needs are met, relationships can be built that lead to transformation. In just two years, CityServe efforts are making a difference in the lives of families, women, veterans, and children. In 2019, they sent 210 truckloads of surplus goods from major retailers and distributed them to 109 churches in Kern County of all denominations to meet real, felt needs.

- Number of Community Members Served: 20,000 Kern County households impacted

**Intervention: Project HireUp-Homeless Workforce Initiative**

Adventist Health Bakersfield, in partnership with Bakersfield College and City Serve, helped launch Cohort 1 of the Homeless “HireUp” Project Pilot. During the six-month pilot operational period, 24 student participants completed a series of steps including orientation, instruction, internship, training and transition to employment. Six of these students were hired on a temporary basis at Adventist Health Bakersfield for on-the-job training experience.

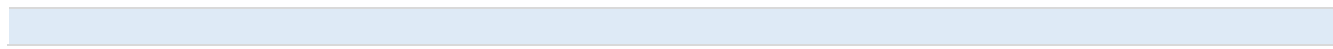
- Number of Community Members Served: 6 homeless individuals trained and hired.

**Partners – Please list the partners involved with this priority area.**

- **Bakersfield-Kern Regional Homeless Collaborative**
- **Bakersfield Homeless Center**
- **Mission at Kern County**
- **Bakersfield College**
- **City Serve**
- **Income Property Association of Kern County**

2019 Impact

Objective	2018 Baseline Measurement	2019 Performance Target	2019 Actual	Indicator	Data Source
<b>Point in Time Count</b> Data to be used to drive work of Bakersfield-Kern Homeless Collaborative	1,330	N/A	1,580	Total number of homeless individuals	Bakersfield-Kern Regional Homeless Collaborative
Bakersfield-Kern Homeless Collaborative	805	N/A	1,004	Number of Unsheltered Individuals	Bakersfield-Kern Regional Homeless Collaborative
<b>California Landlords Summit</b> Increase housing supply, a key driver in Kern homelessness	60	75	84	Rental Units Pledged	Income Property Association of Kern
	N/A	N/A	94	Clients Housed	Income Property Association of Kern report
<b>City Serve Support Services</b> Serve vulnerable families in crisis through collaborative network of churches	210	300	350	Truckloads of goods distributed	City Serve
	18,000	19,000	20,000	Kern households served	City Serve
<b>Project HireUp</b> Support homeless students continue their education and secure employment	N/A	N/A	6	Number of graduates hired at Adventist Health	Bakersfield College



**Program highlight**



## The Need for CLSH

### Inspiration

“The California Landlords’ Summit on Homelessness was started out of my frustration with being unable to find housing for a homeless former foster youth named Ricky. As part of the Housing Authority’s transitional housing program for foster youth, Ricky had already completed a number of milestones to receive a housing voucher. He found a job, got transportation, and saved up for a deposit. He was ready to transition into independent living, and would have made an ideal tenant for any landlord. Unfortunately, the system failed Ricky at the exact moment he should have become a success. Every voucher recipient has a limited window of time to find housing before they lose their voucher. While searching for housing he encountered landlords that would refuse or delay his application because of his short rental history as a foster youth. The delays added up, so Ricky ended up losing his voucher. Devastated at the prospect of having to start his journey all over again to get another shot at housing, Ricky just lost all hope and wound up back in homelessness. His current whereabouts are unknown.

This angered me and I thought we needed to get a meeting with this landlord to explain the programs and advocate for clients like Ricky. My assistant Monique Davis thought we could do a bigger meeting with not just this landlord but a few others that denied participants due to their homeless status. So the idea for CLSH was born. IPAK began planning a conference for landlords, property managers, and developers that would educate them on the programs available to house homeless clients. We made sure, though, to show them why it was not just a benefit for the community but why it is a sound business decision to work with homeless tenants. We knew this event would be a success, but we were not prepared for how much demand there is for this kind of landlord outreach.”

**Mardi Sharples**

**President, Income Property Association of Kern**



### Project Hire Up

Bakersfield College launched Project HireUp, a collaboration between BC, the Mission at Kern County, the faith-based local non-profit City Serve, and industry partners including Adventist Health. The goal of Project HireUp is to decrease homelessness in Kern County through a creative and innovative partnership that supports students who are currently experiencing housing insecurity in continuing their education and securing employment. The first cohort of students took four weeks of non-credit courses at [Bakersfield College’s Job Spot](#) location and graduated with a certificate in Basic Office Skills that, after weeks of intensive career counseling, prepared them for employment with one of the project’s industry partners.

The success of Project HireUp’s first cohort has served as a model for Bakersfield College’s new program, Pathways to Employment, which aims to equip students with the knowledge and skills they need to thrive in what is sure to be an incredibly competitive job market post-COVID-19. Pathways to Employment launches later this month with two new program options that can be completed online in just a few weeks: Basic Office Skills and ServSafe Food Handler. Students who are eligible for BC’s SOAR program will also qualify for additional services such as one-on-one tutoring, financial assistance with textbook purchases, career counseling, and mentorships. The goal of Pathways to Employment is to provide Bakersfield College students, particularly those who reside in the rural areas of Kern County, with unique and innovative educational opportunities along with the highest quality support services to bolster students' success in these changing times.



### Priority Need – Overweight and Obesity

#### Intervention: **Mobile Kitchen Project (Edible Schoolyard Kern County)**

The Edible Schoolyard Kern County provides hands-on learning experiences in garden and kitchen classrooms, to introduce and reinforce a healthy lifestyle for students in Kern County. In 2019, in partnership with Adventist Health Bakersfield and Kaiser Permanente Kern County, the Edible Schoolyard Kern County launched a mobile kitchen education platform, to bring the same hands-on lessons to remote and rural locations. The goal was to provide a unique experience to 800 students at 8 locations during the first year with opportunities in year 2 to expand outreach to other Boys and Girls Club sites. The program addresses diabetes and adolescent obesity by transferring preventative knowledge and providing farm-to-table experiences that increase student familiarity, recognition, and tasting of fruits and vegetables.

- Number of Community Members Served: 600

#### Intervention: **Waste Hunger Not Food Kern County**

Every day, 116,000 people in Kern County do not know where their next meal is coming from. 40% of all food produced in America is wasted, and wasted food consumes 21% of all freshwater, 18% of all cropland, and 21% of all landfill volume.

Led by Kern County Department of Public Health Services, Waste Hunger Not Food Kern County rescues surplus, edible food from hospitals, restaurants, schools, and markets that might otherwise have been wasted and distributes it to those in need. Adventist Health Bakersfield was the first hospital to partner with the program, starting distribution in October 2019.

Kern County Public Health oversees and coordinates the transport of donated surplus food to local distribution sites where the food is made available to residents in need. Participants in Kern County Homeless Shelter’s job development program drive the refrigerated vehicles transporting the surplus food from donating food facilities and deliver it to Kern County donation sites. As food safety is of utmost importance, each driver is trained by the Kern County Environmental Health Division on proper food handling and transport.

- Number of Community Members Served: 6,170 lbs. of food donated by AH Bakersfield

### Partners – Please list the partners involved with this priority area.

- **Grimm Family Education Foundation (Edible Schoolyard Kern County)**
- **Kaiser Permanente Kern County**
- **Kern County Public Health Department**
- **City Serve**

2019 Impact

Objective	2018 Baseline Measurement	2019 Performance Target	2019 Actual	Indicator	Data Source
<b>Mobile Kitchen Project</b>					
Change in attitude towards healthy foods	N/A (Program launched in 2018)	N/A	600	Events Attended	Edible School Yard Kern County
				Students Served	Edible School Yard Kern County
<b>Waste Hunger Not Food Kern County</b>					
	N/A (Program launched in 2019)	2,000	3,195	Total meals served	Kern County Public Health
		2,000	3,834 lbs.	Pounds of food recovered from hospital	Kern County Public Health

**Program highlight (Bakersfield Californian)**

**Health Department 'rescues' 22 tons of food from trash in program that feeds the hungry**



BY SAM MORGEN smorgen@bakersfield.com

“I love this job,” Vikki Davenport said as she drove a refrigerated truck filled with fresh food through the streets of Bakersfield. “This is meaningful. It inspires me to keep going and working hard. It’s the best feeling in the world.”

Davenport works as a delivery driver for the Kern County Department of Public Health’s Waste Hunger, Not Food program.

For five days a week, she drives to a series of schools and businesses, picking up leftover food that would have otherwise been thrown away, and she delivers that food to local churches that distribute it to those in need in their immediate communities.

Sometimes, when Davenport drops the food off, the churches hold lunches shortly thereafter. She sometimes sticks around to speak with the men and women who show up.

She knows a thing or two about surviving with the bare minimum.

A few years ago, she and her children were homeless, a life she escaped through the Bakersfield Homeless Center's Job Development program.

But it wasn't easy.

"I lived off of basically dumpster diving, recycling and yard sales," she said. "I learned how to feed three boys with five dollars."

The types of meals she could make with those five dollars didn't exactly go far. There were a lot of nights with tuna and macaroni mixes.

Now, though, Davenport is part of a program designed to get nutritious food to those who aren't able to afford it.

And Kern Public Health plans on ramping up the program beginning next year.

"I see it becoming a very, very phenomenal thing," Davenport said. "To be a part of it at the beginning is a blessing."

## **ROAD TO WELLNESS**

Since its launch in September, Kern Public Health has rescued 45,334 pounds of food that would otherwise have been thrown away.

That's more than 22 tons of food.

"It is unbelievable. It's exceeded our expectations," said Kern Public Health spokeswoman Michelle Corson, who oversees the program with her colleague, Lisa Amarillas. "(The donors) all have been surprised at how much they have to donate."

According to Health Department statistics, 40 percent of all food in America is wasted.

At the same time, the Health Department says 116,000 people in Kern County do not know where their next meal will come from, and one in four children in the county go hungry each night.

The food distribution sites that do exist in the county are not necessarily in the most convenient locations, and those who wish to use their services sometimes need to walk to get to them. This can be difficult, especially if a person does not have access to a car.



“We want to get the food into the neighborhoods that need it the most,” Corson said. “We don’t want people to have to walk long distances to get healthy food.”

Started with a \$191,963 grant from Cal Recycle and a \$30,000 grant from the Kaiser Foundation, Waste Hunger, Not Food uses two refrigerated trucks to transport food from 10 local schools and two local businesses to about 20 churches.

“The food we get from (Waste Hunger) is stuff like grapes and apple slices, or milk,” said Nick Sartoris, pastor of Riverview Assembly of God Church in Oildale, one of the churches that receives food each week from the program. “I think it’s incredible.”

The church receives food from other organizations to help feed the surrounding community, but Sartoris said much of those donations are snack foods that are not necessarily healthy.

It is difficult for organizations to provide fresh food to those in need due to the difficulty in keeping the perishable food at proper temperatures as it is brought to various distribution centers, Corson said.

Waste Hunger works because the Health Department can certify that the food it transports is kept safe as it moves from the donor to the distribution centers, and it can handle a lot of food.

“There’s not really anybody that we’re aware of that is doing what we’re doing,” Corson said.

All the schools currently in the program are in the Bakersfield City School District, but the Kern High School District and Fruitvale School District, as well as Adventist Health, are in the process of becoming involved early next year and soon another van will be added to handle the additional deliveries.

The Health Department hopes to expand beyond the Subway and Sully’s franchises, both on Coffee Road, that donate to the program at the moment.

“It’s very gratifying to know that the food is not being thrown out, that it’s going toward a good cause,” said Jean Yackley, owner of the Subway that donates multiple times per week. “It’s like this was meant to be.”

Her neighbor, an employee of Sully’s across the street, agrees.

“There’s nothing necessarily wrong with the product,” said Sully’s kitchen manager Peter Karnowski. His kitchen provides grab-and-go sandwiches and salads to Waste Hunger. “To have it go to somebody that needs it, it’s fantastic.”

**Priority Need – Access to Care**

**Intervention: Children’s Mobile Immunization Program**

Since 1996, Adventist Health Bakersfield has been providing free immunizations to Kern County children as part of our commitment to community health. Today, we’re the only health care system in the area that offers a mobile immunization clinic. Each year we provide about 16,500 vaccinations to local children under age 18. The program is funded through a grant from First 5 Kern.

- Number of Community Members Served: 2,418

**Partners – Please list the partners involved with this priority area.**

- **First 5 Kern**
- **Community Action Partnership of Kern**
- **Greenfield Family Resource Center**
- **Tehachapi Unified School District**
- **Kern County Department of Human Services**

**2019 Impact**

Objective	2018 Baseline Measurement	2019 Performance Target	2019 Actual	Indicator	Data Source
<b>CMIP</b>					
Increase percentage of kids who are vaccinated at area schools to 96%	1,852	1,152	1,782	Total patients (0-18 years old)	First 5 Kern
	896	N/A	636	Total patients (19+ years old)	First 5 Kern
	164	96	145	Total Clinics	First 5 Kern
	172	20	655	Hemoglobin Testing	First 5 Kern

### Priority Need – Preventative Practice

#### Intervention: **AIS Cancer Center Screenings/Outreach**

Adventist Health AIS Cancer Center values a broad range of partnerships with community organizations to provide effective cancer awareness outreach and screenings. Throughout 2019, the AIS Cancer Center hosted scores of events through the community to provide awareness and access. AIS hosts an annual event called ‘VIPink,’ which focuses on breast cancer awareness. Event includes informative dialogue with clinicians, health professionals, cancer survivors, caregivers, and advocates. Also, in 2019, the AIS Cancer Center held its inaugural ‘Shave the Date’ event around men’s health. The event brought awareness to prostate cancer, testicular cancer, mental health and suicide prevention in addition to general wellness.

Number of Community Members Served: 6,772

#### Intervention: **American Heart Association Community Block Party**

In November 2019, Adventist Health Bakersfield introduced its inaugural Community Block Party in Oildale in partnership with the American Heart Association Kern County. The event included exercise lessons, healthy recipe demonstrations, a produce giveaway and health screenings. The event was free and open to the public.

o Number of Community Members Served: 300

### Partners – Please list the partners involved with this priority area.

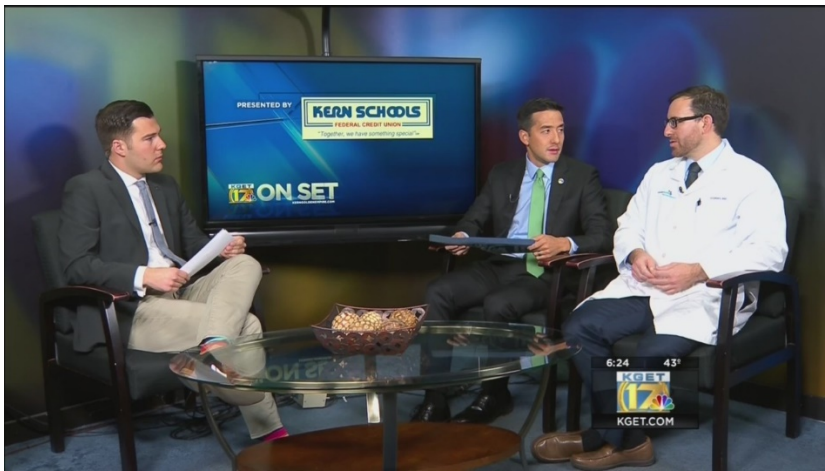
- **American Heart Association Kern County**
- **City Serve**
- **Omni Family Health**
- **Sikh Women’s Association**
- **Edible Schoolyard Kern County**

Objective	2018 Baseline Measurement	2019 Performance Target	2019 Actual	Indicator	Data Source
AIS Cancer Center	2,857	200	253	Number of patients screened at community events	AIS Cancer Center
	1,505	3,000	6,519	Number of attendees served at cancer prevention and survivorship programs	AIS Cancer Center
Heart Disease/Stroke					
Provide screening for cholesterol, blood glucose, BMI, blood pressure at various health fairs	N/A	N/A	300	Number of people screened at Block Party	Adventist Health Bakersfield





**OUR MISSION:**  
 Living God’s love by inspiring  
 health, wholeness and hope



# Shave the Date event to promote men’s health

## SUNRISE INTERVIEWS

Posted: Nov 1, 2019 / 05:17 AM PDT / Updated: Nov 1, 2019 / 09:42 AM PDT

Adventist Health is hosting Shave the Date to promote men’s health.

The event will be held on Friday at the AIS Cancer Center located on 2620 Chester Ave.

From 5:30 to 7:30 attendees can learn more about men’s health topics including prostate cancer, testicular cancer, mental health and suicide prevention while enjoying mocktails, music and more. A complimentary barber service will be available to shave facial hair.





## Connecting Strategy and Community Health

As hospitals move toward population health management, community health interventions are a key element in achieving the overall goals of reducing the overall cost of health care, improving the health of the population, and improving access to affordable health services for the community both in outpatient and community settings. The key factor in improving quality and efficiency of the care hospitals provide is to include the larger community they serve as a part of their overall strategy.

Health systems must now step outside of the traditional roles of hospitals to begin to address the social, economic, and environmental conditions that contribute to poor health in the communities we serve. Bold leadership is required from our administrators, healthcare providers, and governing boards to meet the pressing health challenges we face as a nation. These challenges include a paradigm shift in how hospitals and health systems are positioning themselves and their strategies for success in a new payment environment. This will impact everyone in a community and will require shared responsibility among all stakeholders.

Population health is not just the overall health of a population but also includes the distribution of health. Overall health could be quite high if the majority of the population is relatively healthy—even though a minority of the population is much less healthy. Ideally such differences would be eliminated or at least substantially reduced.

Community health can serve as a strategic platform to improve the health outcomes of a defined group of people, concentrating on three correlated stages:

- 1) The distribution of specific health statuses and outcomes within a population;
- 2) Factors that cause the present outcomes distribution; and
- 3) Interventions that may modify the factors to improve health outcomes.

Improving population health requires effective initiatives to:

- 1) Increase the prevalence of evidence-based preventive health services and preventive health behaviors,
- 2) Improve care quality and patient safety and
- 3) Advance care coordination across the health care continuum.

Our mission as a health system is Living God's love by inspiring health, wholeness and hope, we believe the best way to re-imagine our future business model with a major emphasis of community health is by working together with our community.

## Community Benefit

Our community benefit work is rooted deep within our mission, with a recent recommitment of deep community engagement within each of our ministries.

We have also incorporated our community benefit work to be an extension of our care continuum. Our strategic investments in our community are focused on a more planned, proactive approach to community health. The basic issue of good stewardship is making optimal use of limited charitable funds. Defaulting to charity care in our emergency rooms for the most vulnerable is not consistent with our mission. An upstream and more proactive and strategic allocation of resources enables us to help low-income populations avoid preventable pain and suffering; in turn allowing the reallocation of funds to serve an increasing number of people experiencing health disparities.