

Glendale Memorial Hospital & Health Center

2022 Community Health Implementation Strategy

Adopted October 2022








Dignity Health.
Glendale Memorial Hospital
and Health Center

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At-a-Glance Summary

<p>Community Served</p> 	<p>Dignity Health Glendale Memorial Hospital and Health Center (GMHHC) is located in Glendale, California within the county of Los Angeles and serves the greater Glendale community. The total population within GMHHC’s primary service area is 779,282 .</p> <p>GMHHC’s primary service area is the following 16 ZIP Codes:</p> <ul style="list-style-type: none"> · Glendale (91201, 91202, 91203, 91204, 91205, 91206, 91207, 91208) · La Crescenta (91214) · Los Angeles <ul style="list-style-type: none"> ○ Hollywood: 90026, 90029 ○ Los Feliz: 90027 ○ Griffith Park: 90039 ○ Eagle Rock: 90041 ○ Highland Park: 90042 ○ Glassell Park: 90065 		
<p>Significant Community Health Needs Being Addressed</p> 	<p>The significant community health needs the hospital is helping to address and that form the basis of this document were identified in the hospital’s most recent Community Health Needs Assessment (CHNA). Needs being addressed by strategies and programs are:</p> <table border="1" data-bbox="407 1087 1430 1287"> <tr> <td data-bbox="407 1087 854 1287"> <ul style="list-style-type: none"> ● Mental Health ● Access to Health Care ● Chronic Diseases ● COVID-19 </td> <td data-bbox="854 1087 1430 1287"></td> </tr> </table>	<ul style="list-style-type: none"> ● Mental Health ● Access to Health Care ● Chronic Diseases ● COVID-19 	
<ul style="list-style-type: none"> ● Mental Health ● Access to Health Care ● Chronic Diseases ● COVID-19 			
<p>Strategies and Programs to Address Needs</p> 	<p>The hospital intends to take several actions and to dedicate resources to these needs, including:</p> <ul style="list-style-type: none"> ● Community Health Improvement Grants (Grant awards provided to community based organizations for programs and/or services that address our significant community health needs.) ● 50+ Senior Services Program ● Breastfeeding Resource Center ● Diabetes and Nutrition Program ● Collaboration with Glendale Healthier Community Coalition ● Health Professions Education (provide training and internships to nursing, ultrasound, X-ray, phlebotomy, lab, pharmacy, surgical technicians, and dietician students) ● Healthcare Internship Program ● Community Health Fairs 		

<p>Anticipated Impact</p> 	<p>Through our actions and our support of community programs and services, we anticipate that community members will gain increased health knowledge and awareness, increased access to healthcare and mental health services, and increased community capacity of future healthcare providers.</p>
<p>Planned Collaboration</p> 	<p>The hospital will continue to collaborate with community organizations, such as the Glendale Healthier Community Coalition, to ensure that planned actions and dedication of resources has the maximum benefit for the community. In addition, the hospital will continue to collaborate with internal stakeholders who consider preventative care as well as acute care within the hospital setting.</p>

This document is publicly available online at the hospital’s website. Written comments on this report can be submitted to Cassie McCarty, Director of Mission Integration, 1420 S. Central, Glendale, CA 91204, or by e-mail to cassie.mccarty@commonspirit.org

Our Hospital and the Community Served

About the Hospital

Glendale Memorial Hospital and Health Center is a part of CommonSpirit Health, one of the largest nonprofit health systems in the U.S., with more than 1,000 care sites in 21 states coast to coast, serving 20 million patients in big cities and small towns across America. Glendale Memorial Hospital is a member of Dignity Health, which is a part of CommonSpirit Health. The hospital offers services in multiple areas of health including:

- Adult Behavioral Health Unit
- Colorectal Care Center
- Critical Care Medicine
- Emergency Services
- Gastroenterology
- Heart Care
- Maternity Care
- Neonatal Intensive Care Unit (Level III)
- Orthopedic
- Rehabilitation Services
- Spine Services
- Stroke Care
- Surgical Services
- Women’s Health
- Wound Care

Our Mission

The hospital’s dedication to assessing significant community health needs and helping to address them in conjunction with the community is in keeping with its mission. As CommonSpirit Health, we make the healing presence of God known in our world by improving the health of the people we serve, especially those who are vulnerable, while we advance social justice for all.

Financial Assistance for Medically Necessary Care

It is the policy of CommonSpirit Health to provide, without discrimination, emergency medical care and medically necessary care in CommonSpirit hospital facilities to all patients, without regard to a patient's financial ability to pay. This hospital has a financial assistance policy that describes the assistance provided to patients for whom it would be a financial hardship to fully pay the expected out-of-pocket expenses for such care, and who meet the eligibility criteria for such assistance. The financial assistance policy, a plain language summary and related materials are available in multiple languages on the hospital's website.



Description of the Community Served

Glendale Memorial Hospital and Health Center (GMHHC) serves the city of Glendale and the surrounding communities of La Crescenta, La Canada/Flintridge, portions of Burbank and northern sections of the greater Los Angeles metropolitan area. The City of Glendale is very diverse and includes a large population of Armenian community members, including immigrants. GMHHC is located in the southernmost part of Glendale, an underserved area of our community.

Dignity Health hospitals define the community they serve as the geographic area served by the hospital. Our primary service area is the basis for our Community Health Needs Assessment. A summary description of the community is below, and additional details can be found in the CHNA report online.

Demographics of the primary service area are from Claritas Pop-Facts © 2021; SG2 Market Demographic Module:

- Population for primary service area: 779,282
- Race
 - White - Non-Hispanic: 37.9%
 - Black/African American - Non-Hispanic: 2.4%
 - Hispanic or Latino: 43.3%
 - Asian/Pacific Islander: 13.8%
 - All others: 2.6%
- % Below Poverty: 12%
- Unemployment: 6.4%
- No High School Diploma: 19.6%
- Medicaid (household): 11.3%
- Uninsured (household): 4.8%

Community Assessment and Significant Needs

The health issues that form the basis of the hospital’s community health implementation strategy and programs were identified in the most recent CHNA report, which was adopted in June 2022. The CHNA contains several key elements, including:

- Description of the assessed community served by the hospital;
- Description of assessment processes and methods;
- Presentation of data, information and findings, including significant community health needs;
- Community resources potentially available to help address identified needs; and
- Discussion of impacts of actions taken by the hospital since the preceding CHNA.

Additional detail about the needs assessment process and findings can be found in the CHNA report, which is publicly available on the hospital’s website or upon request from the hospital, using the contact information in the At-a-Glance Summary.

Significant Health Needs

The CHNA identified the significant needs in the table below, which also indicates which needs the hospital intends to address. Identified needs may include specific health conditions, behaviors and health care services, and also health-related social needs that have an impact on health and well-being.

Significant Health Need	Description	Intend to Address?
Mental Health	Experiencing frequent mental distress and/or needing help for emotional or mental health problems within the past year, including alcohol-drug related issues. This includes teens and adults.	●
Access to Health Care	Lack of health insurance and resources to obtain healthcare, cultural and language issues, transportation, and a lack of trust of hospitals and health care providers.	●
Chronic Diseases	High rates of death from heart disease, cancer, Alzheimer’s disease, stroke and Chronic Lower Respiratory Disease. Comorbidity factors for diabetes and heart disease are high blood pressure (hypertension) and high blood cholesterol.	●
COVID-19	Community stakeholders noted that COVID-19 has impacted every segment of the community from health and well-being to social determinants of health.	●

2022 Implementation Strategy

This section presents strategies and program activities the hospital intends to deliver, fund or collaborate with others on to address significant community health needs over the next three years, including resources for and anticipated impacts of these activities.

Planned activities are consistent with current significant needs and the hospital’s mission and capabilities. The hospital may amend the plan as circumstances warrant, such as changes in community needs or resources to address them.

Creating the Implementation Strategy

The hospital is dedicated to improving community health and delivering community benefit with the engagement of its management team, board, clinicians and staff, and in collaboration with community partners.

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Hospital and health system participants included the Director of Mission Integration, along with the manager of Community Health, members of the Senior Leadership Team, and the Community Grants Committee (this committee is made up of representatives from a number of hospital departments as well as community members). These various entities review existing community benefit programs to ensure alignment with significant health needs identified in the most recent CHNA. On-going collaboration occurs with departments that participate in community outreach and community education efforts. In addition, the hospital’s Community Board reviews community benefit plans and program updates.

The programs and initiatives described here were selected on the basis of alignment with our most recent CHNA prioritized health needs or other identified health needs by the hospital. In addition, opportunities to support or collaborate with community organizations who are also addressing the CHNA prioritized health needs were considered.

Impact of the Coronavirus Pandemic

The COVID-19 pandemic continues to impact the ability of our hospital and community partners to provide some in-person programs and services for the community. In FY22, some of our programs were still paused due to COVID restrictions (such as our weekly senior exercise class and our breastfeeding support group), while other programs were conducted virtually (such as our senior health lectures). We continue to hear about the pressing need for mental health support for our community (one of our prioritized health needs) which was exacerbated by the pandemic. Our continued grant support for NAMI (National Alliance for Mental Illness) Glendale and Glendale Youth Alliance in FY21 and also for FY22 provides continued education and awareness for our community. Our Behavioral Health Unit also remains a vital resource for community members in need of in-patient clinical support.

Community Health Strategic Objectives

The hospital believes that program activities to help address significant community health needs should reflect a strategic use of resources and engagement of participants both inside and outside of the health care delivery system.

CommonSpirit Health has established four core strategic objectives for community health improvement activities. These objectives help to ensure that our program activities overall address strategic aims while meeting locally-identified needs.



**Advance
Community
Health
Alignment and
Integration**

Create robust alignment with multiple departments and programmatic integration with relevant strategic initiatives to optimize system resources for advancing community health.



**Expand Clinical
- Community
Partnerships
and Linkages**

Scale initiatives that complement conventional care to be proactive and community-centered, and strengthen the connection between clinical care and social health.



**Build Capacity
for More
Equitable
Communities**


Work with community members and agency partners to strengthen the capacity and resiliency of local ecosystems of health, public health, and social services.



**Inspire,
Innovate
and Scale
High Impact
Initiatives**

Partner, invest in and catalyze the expansion of evidence-based programs and innovative solutions that improve community health and well-being.

Strategies and Program Activities by Health Need

 Health Need: Mental Health					
Anticipated Impact (Goal)	The hospital's initiatives to address Mental Health are anticipated to result in increased education, support, and services for the mental well-being of a variety of populations in our community, especially our most vulnerable community members.				
Strategy or Program	Summary Description	Strategic Objectives			
		Alignment & Integration	Clinical - Community Linkage	Capacity for Equitable Community	Innovation & Impact
Community Health Improvement Grants	<ul style="list-style-type: none"> Provide Community Health Improvement Grants to local organizations in our community who will increase access to mental health services for vulnerable populations 	•	•	•	•
Breastfeeding Resource Center	<ul style="list-style-type: none"> Provide low cost/no cost breastfeeding education and support for new mothers in our community. Breastfeeding is linked to lower rates of postpartum depression. 	•	•	•	•
Planned Resources	The hospital will provide grant funding and licensed lactation educators.				
Planned Collaborators	The hospital will partner with the City of Glendale's Commission on the Status of Women, WIC, and local organizations who provide mental health services and support to vulnerable community members.				



Health Need: Access to Health Care

Anticipated Impact (Goal)	The hospital’s initiatives to address Access to Health Care are anticipated to result in increased access, education, and services for various populations in our community,				
Strategy or Program	Summary Description	Strategic Objectives			
		Alignment & Integration	Clinical - Community Linkage	Capacity for Equitable Community	Innovation & Impact
Community Health Improvement Grants	<ul style="list-style-type: none"> Provide Community Health Improvement Grants to local organizations who will increase access to health care services for vulnerable populations, including the provision of medical care and/or dental care and establishing medical homes. 	•	•	•	•
Community Education	<ul style="list-style-type: none"> Our hospital hosts monthly health education lectures for seniors regarding screenings, diagnosis, treatment options and diet on various health topics as well as safety topics. 	•	•	•	•
Financial Assistance	<ul style="list-style-type: none"> Our hospital provides financial assistance to eligible patients who do not have the capacity to pay for medically necessary health care services, and who otherwise may not be able to receive these services. The financial assistance policy and plain language summary are on the hospital’s web site and at the end of this report. 	•	•	•	•
Planned Resources	The hospital will provide grant funding, licensed lactation educators, community health program coordinator to organize and implement programs, and financial assistance counselors.				
Planned Collaborators	Hospital stakeholders and community organizations.				



Health Need: Chronic Diseases

Anticipated Impact (Goal)	The hospital’s initiatives to address Chronic Diseases are anticipated to result in increased education and disease management for various populations in our community.				
Strategy or Program	Summary Description	Strategic Objectives			
		Alignment & Integration	Clinical - Community Linkage	Capacity for Equitable Community	Innovation & Impact
Community Education	<ul style="list-style-type: none"> Our hospital hosts monthly health education lectures for seniors regarding screenings, diagnosis, treatment options and diet on various health topics as well as safety topics. These lectures will include education on Chronic Disease management. 	•	•	•	•
Disease management education for patients	<ul style="list-style-type: none"> Our hospital will implement a new Chronic Disease Management course for the community, in addition to the diabetes self-management course. 	•	•	•	•
Community Health Improvement Grants	<ul style="list-style-type: none"> Provide Community Health Improvement Grants to local organizations who will provide education and monitoring of chronic diseases for vulnerable populations. 	•	•	•	•
Planned Resources	The hospital will provide grant funding and a number of hospital staff and physicians who will offer support and education from their field.				
Planned Collaborators	The hospital will partner with local community organizations, our medical staff, and our hospital staff.				



Health Need: COVID-19

Anticipated Impact (Goal)	Provide Community Health Improvement Grants to local organizations who will support the alleviation of the effects that COVID-19 has had on community members, as well as provide vaccines to the community.				
Strategy or Program	Summary Description	Strategic Objectives			
		Alignment & Integration	Clinical - Community Linkage	Capacity for Equitable Community	Innovation & Impact
Community Health Improvement Grants	<ul style="list-style-type: none"> Provide Community Health Improvement Grants to local organizations who will provide services to help lessen the impact of COVID-19. 	•	•	•	•
Vaccine clinics	<ul style="list-style-type: none"> Community grant to Care Connection Resources, to establish primary care medical homes for residents of Middletown’s low-income neighborhoods 	•	•	•	•
Planned Resources	The hospital will provide grant funding as well as registered nurses and others to staff vaccine clinics.				
Planned Collaborators	The hospital collaborates with a number of community organizations and schools to provide vaccine clinics and COVID-19 support.				

