

2025 Community Health Implementation Strategy and Plan

Adopted October 2025






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 approximately 507,000.</p> <p>The primary service area includes 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"> ◦ Echo Park and Silverlake (90026) ◦ Los Feliz (90027) ◦ East Hollywood (90029) ◦ Atwater and Griffith (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).</p> <p>Needs the hospitals intends to address with strategies and programs are:</p> <ul style="list-style-type: none"> • Housing for low-income and unhoused • Access to behavioral health care • Access to healthcare • Community belonging
<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"> • Housing for low-income and unhoused <ul style="list-style-type: none"> ◦ Community Health Improvement Grants program (Grant awardees to deliver programs and/or services that address this significant community health need.) • Access to behavioral health care <ul style="list-style-type: none"> ◦ Community Health Improvement Grants program (Grant awardees to deliver programs and/or services that address this significant community health need.) ◦ Community Partner Collaboration ◦ Breastfeeding Resource Center • Access to healthcare <ul style="list-style-type: none"> ◦ Hospital financial assistance ◦ Diabetes Education Empowerment Program ◦ Education classes and events for the community ◦ Community outreach (Heart Health Fair)

- o Community Health Improvement Grants program (Grant awardees to deliver programs and/or services that address this significant community health need.)
- Community belonging
 - o 50plus Program for seniors
 - o Health Professions Internship Program
 - o Glendale Healthier Community Coalition partnership
 - o Collaboration with local elementary school
 - o Community festival
 - o Sustainability efforts
 - o Diabetes Education Empowerment Program
 - o Breastfeeding Resource Center

Planned resources and collaborators to help address these needs, as well as anticipated impacts of the strategies and programs, are described in the “Strategies and Program Activities by Health Need” section of the document.

This document is publicly available online at the hospital's website. Written comments on this strategy and plan can be submitted to Dignity Health Glendale Memorial Hospital and Health Center, c/o Director of Mission Integration, 1420 S. Central Avenue, Glendale, CA 91204 or by email to cassie.mccarty@commonspirit.org

Our Hospital and the Community Served

About the Hospital

Dignity Health 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 2,200 care sites in 24 states coast to coast, serving patients in big cities and small towns across America.

Established in 1926 as a Physicians and Surgeons Hospital, Dignity Health Glendale Memorial Hospital and Health Center, a 334-bed, nonprofit acute care facility, is located at 1420 S. Central Avenue in Glendale, California. The hospital offers various services, including:

- Adult Behavioral Health
- Colorectal Care Center
- Critical Care / ICU
- Emergency
- Gastroenterology
- Heart Center
- Maternity Care
- Neonatal Intensive Care Unit
- Orthopedics
- Rehabilitation Services
- Senior Services
- Spine Services
- Stroke Care
- Surgical Services
- Women's Health
- Wound Care Center

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 approximately 507,000 residents across 16 ZIP codes in Los Angeles County, including the City of Glendale, La Crescenta, and the adjacent City of Los Angeles neighborhoods of Echo Park, Silverlake, Los Feliz, East Hollywood, Atwater/Griffith, Eagle Rock, Highland Park, and Glassell Park. A summary description of the community is below. Additional details can be found in the 2025 Community Health Needs Assessment (CHNA) report online.

The GMHHC service area is primarily urban and home to a diverse, multicultural population. According to the 2019–2023 American Community Survey, approximately 44.9% of residents identify as White, non-Hispanic (which includes a large Armenian population), 33.2% as Hispanic/Latinx, 14.8% as Asian, and 2.2% as Black or African American. Over half (57.1%) speak a language other than English at home, and about 25.3% of these individuals report speaking English less than “very well.” The foreign-born population accounts for roughly 51.4% of Glendale residents, with the U.S. Census (2014–2018) identifying the top countries of origin, including Armenia, Korea, Iran, the Philippines, Mexico, and El Salvador.

This cultural diversity is accompanied by a broad range of demographic and economic characteristics. The median age of 39.8 years, reflecting a mix of families, working-age adults, and older residents. Economic indicators reveal a median household income of \$90,355; however, 13.4% of individuals and 9.5% of families live below the federal poverty level. Approximately 7.4% of residents are uninsured, while 38.3% receive public health coverage. Among adults aged 25 and older, 86.4% have completed high school or higher.

The U.S. Health Resources and Services Administration (HRSA) has designated several of the hospital's service areas (e.g., Southeast Glendale, Glassell Park, Highland Park, etc.) as Medically Underserved Areas/Populations and Health Professional Shortage Areas (HPSAs), particularly for primary care and behavioral health. These designations reflect ongoing barriers to timely and equitable access to care. Additionally, high housing costs and pockets of persistent poverty continue to drive health inequities across the service areas. These challenges were further exacerbated by the Eaton Fire in January 2025, which intensified housing instability and increased the need for social and health services.

Please see map of community served, below.



Community Assessment and Significant Needs

The health issues that form the basis of the hospital's community health implementation strategy and plan were identified in the most recent CHNA report, which was adopted in June 2025. The CHNA report includes:

- description of the community assessed consistent with the hospital's service area;
- description of the assessment process and methods;
- data, information and findings, including significant community health needs;
- community resources potentially available to help address identified needs; and
- impacts of actions taken by the hospital since the preceding CHNA.

Additional details about the needs assessment 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 or health care services, and also health-related social and community needs that have an impact on health and well-being.

Significant Health Need	Description	Intend to Address?
Housing for low-income and unhoused	The availability of affordable housing is a critical determinant of health in the community, according to both residents and stakeholders. Rising housing costs and limited affordable options have contributed to high cost burdens, housing instability, and increased risk of homelessness. The Eaton Fire in January 2025 further intensified displacement and housing insecurity.	<input checked="" type="checkbox"/>
Access to behavioral health care	Community stakeholders consistently identified access to mental health and substance use services as a pressing need. Barriers include provider shortages, limited culturally and linguistically appropriate care, stigma, and affordability. Increasing rates of mental health challenges, especially among youth and recent immigrants, underscore the importance of expanding access to behavioral health resources.	<input checked="" type="checkbox"/>
Access to healthcare	Residents continue to face challenges in navigating the healthcare system and obtaining timely, affordable care and preventive services. Barriers include lack of insurance/coverage, cultural language and literacy gaps, transportation, trust in the healthcare system, and shortages of providers.	<input checked="" type="checkbox"/>
Community belonging	Feelings of social isolation and lack of belonging were identified across community members, particularly impacting youth, older adults, and immigrant populations.	<input checked="" type="checkbox"/>

2025 Implementation Strategy and Plan

This section presents strategies and program activities the hospital intends to deliver, fund or collaborate with others 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.

Community Health Core Strategies

The hospital believes that program activities to help address significant community health needs should reflect a strategic use of resources. CommonSpirit Health has established three core strategies for community health improvement activities. These strategies help to ensure that program activities overall address strategic aims while meeting locally-identified needs.

- **Core Strategy 1:** Extend the care continuum by aligning and integrating clinical and community-based interventions.
- **Core Strategy 2:** Implement and sustain evidence-informed health improvement strategies and programs.
- **Core Strategy 3:** Strengthen community capacity to achieve equitable health and well-being.

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.

The strategies and plan described here were selected based on alignment with our most recent CHNA prioritized health needs. In addition, opportunities to support or collaborate with community organizations that are also addressing the CHNA prioritized health needs were considered to maximize the community impact. Hospital participants included Mission Integration, Community Health, Health Equity Task Force (a multi-disciplinary committee which includes Care Coordination/Social Work, Quality, Nursing, Education, and Human Resources), Community Health Improvement Grants Committee (also multi-disciplinary which typically includes at least one community member). These entities provide input into our overall strategy for community health efforts to ensure alignment with the significant health needs. Ongoing collaboration occurs with departments that participate in community



outreach and education efforts. Of note, in the past year we have developed a robust Health Equity Task Force which now adds a new dimension and perspective in our planning process.

During the process for our Community Health Needs Assessment, we listened to the input of our community partners, stakeholders, and residents not only to help us identify our prioritized health needs, but to also guide our strategy and planning through their ideas for programs and services that would be of benefit to the community.

In addition, the programs and initiatives described here were also selected on the basis of existing programs that have demonstrated successful impact as measured by outcomes and/or surveys, including evidence based programs. Of course, hospital resources were taken into consideration to build upon existing programs, maintain existing programs, and/or support community organizations who are responding to the identified prioritized health needs.

Vital Conditions and the Well-Being Portfolio

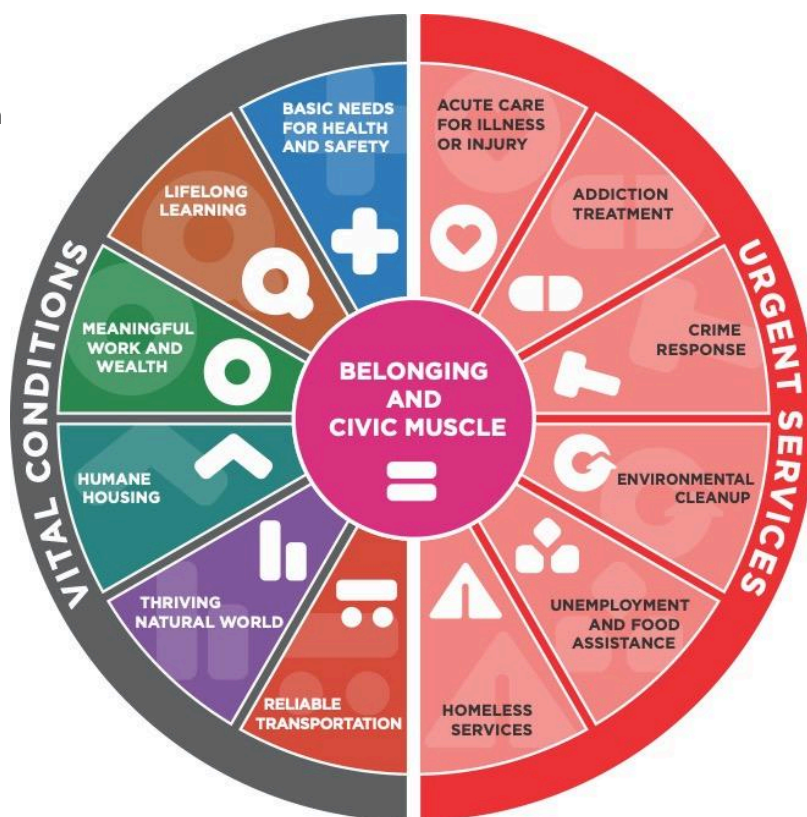
Community health initiatives at CommonSpirit Health use the Vital Conditions framework and the Well-Being Portfolio¹ to help plan and communicate about strategies and programs.

Investments of time, resources, expertise and collaboration to improve health and well-being can take different approaches. And usually, no single approach can fully improve or resolve a given need on its own.

One way to think about any approach is that it may strengthen “vital conditions” or provide “urgent services,” both of which are valuable to support thriving people and communities. A set of program activities may seek to do one or both. Taken together, vital conditions and urgent services compose a well-being portfolio.

What are Vital Conditions?

These are characteristics of places and institutions that all people need all the time to be healthy and well. The vital conditions are related to social determinants or drivers of health, and they are inclusive of health care, multi-sector partnerships and the conditions of communities. They help create a community environment that supports health.



¹ The Vital Conditions Framework and the Well-Being Portfolio were created by the Rippel Foundation, and are being used with permission. Visit <https://rippel.org/vital-conditions/> to learn more.

What are Urgent Services?

These are services that anyone under adversity may need temporarily to regain or restore health and well-being. Urgent services address the immediate needs of individuals and communities, say, during illness.

What is Belonging and Civic Muscle?

This is a sense of belonging and power to help shape the world. Belonging is feeling part of a community and valued for what you bring. Civic muscle is the power of people in a society to work across differences for a thriving future.

Well-Being Portfolio in this Strategy and Plan

The hospital's planned strategies and program activities that follow are each identified as aligning with one of the vital conditions or urgent services in this figure.

This helps to identify the range of approaches taken to address community needs, and also acknowledges that the hospital is one community resource and stakeholder among many that are dedicated to and equipped for helping to address these needs and improve health. As always, when our hospital can collaborate with community agencies, and/or when community agencies collaborate with one another, a stronger impact is made in our community.

Strategies and Program Activities by Health Need

Health Need:	Housing for unhoused and low-income				
Population(s) of Focus:	Low income and unhoused community members				
Strategy or Program	Summary Description	Strategic Alignment			
		Strategy 1: Extend care continuum	Strategy 2: Evidence- informed	Strategy 3: Community capacity	Vital Condition (VC) or Urgent Service (US)
Support for unhoused community members	The objective of Dignity Health Community Grants Program is to award grants to nonprofit 501c (3) organizations (excluding hospitals) whose Accountable Care Community proposal responds to the Dignity Health Glendale Memorial's strategic priorities identified in the most recent Community Health Needs Assessment and the community benefit plan. In addition, programs will be evaluated for the given Dignity Health Community Benefit Principles of serving disenfranchised populations with unmet health needs, primary prevention, seamless continuum of care, community capacity building, and collaborative governance. Grant funding will be dedicated to provide support for this health need.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	US: Homeless Services
Planned Resources:	Community Health Improvement Grant awards				
Planned Collaborators:	Our connection to local community organizations provide opportunities for collaboration regarding this prioritized health need.				

Anticipated Impacts (overall long-term goals)
The hospital's focus on utilizing grant funds for community partners to address housing needs are anticipated to result in increased support for a wide range of populations experiencing homelessness in our community.

Health Need:	Access to behavioral healthcare				
Population(s) of Focus:	Community members experiencing mental health concerns				
Strategy or Program	Summary Description	Strategic Alignment			
		Strategy 1: Extend care continuum	Strategy 2: Evidence- informed	Strategy 3: Community capacity	Vital Condition (VC) or Urgent Service (US)
Support for community members experiencing mental health concerns	The objective of Dignity Health Community Grants Program is to award grants to nonprofit 501c (3) organizations (excluding hospitals) whose proposal responds to the Dignity Health Glendale Memorial's strategic priorities identified in the most recent Community Health Needs Assessment and the community benefit plan. In addition, programs will be evaluated for the given Dignity Health Community Benefit Principles of serving disenfranchised populations with unmet health needs, primary prevention, seamless continuum of care, community capacity building, and collaborative governance. Grant funding will be dedicated to provide support for this health need.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	US: Acute Care for Illness and Injury US: Addiction Treatment
Breastfeeding Resource Center	Our hospital's Breastfeeding Resource Center provides free support to new moms and their	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	VC: Basic Needs for Health and

Health Need:	Access to behavioral healthcare				
	infants in the community through the hospital's warm telephone line, support groups, and breastfeeding classes. This support is provided in English, Spanish, and Armenian. Breastfeeding is linked to a lower risk of postpartum depression.				Safety
Community Partner Collaboration	Continue partnership with the National Alliance on Mental Illness Greater Los Angeles County and Glendale chapters through community health outreach efforts.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	VC: Basic Needs for Health and Safety
Planned Resources:	Community Health Improvement Grant Awards; hospital resources				
Planned Collaborators:	In particular, through our Community Grants program, our hospital partners with a number of community organizations to ensure a broader reach with respect to addressing the mental health needs of our community.				

Anticipated Impacts (overall long-term goals)
The hospital's initiatives to address Mental Health are anticipated to result in increased education, destigmatization, and/or support for the mental well-being of a variety of populations in our community.

Health Need:	Access to healthcare	
Population(s) of Focus:	Low-income and underserved community members	
Strategy or Program	Summary Description	Strategic Alignment

Health Need:	Access to healthcare				
		Strategy 1: Extend care continuum	Strategy 2: Evidence- informed	Strategy 3: Community capacity	Vital Condition (VC) or Urgent Service (US)
Financial assistance	Our hospital provides financial assistance to eligible patients who do not have the capacity to pay for medically necessary healthcare services, and who otherwise may not be able to receive these services. The financial assistance policy and plain language summary are made available on the hospital's website and throughout the hospital.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	US: Acute Care for Illness and Injury
Diabetes Education Empowerment Program	The Diabetes Education Empowerment Education Program (DEEP) is a 6-week workshop series for adults who want to learn more about managing Diabetes. This free program is designed to empower attendees with knowledge, support, and tools to maintain a healthy lifestyle.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	VC: Basic Needs for Health and Safety
Disease management education for patients	Our hospital offers an outpatient Diabetes and Nutrition Program (diabetes self-management course) that entails 4 sessions of 2 hour classes over 4 weeks. We offer this course in English and Spanish.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	VC: Basic Needs for Health and Safety
Community Outreach	GMHHC invites the community to	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	VC: Basic Needs for

Health Need:	Access to healthcare				
	obtain information, resources, and free screenings at the annual Kings and Queens of Heart event. In addition, GMHHC attends various community health outreach events that promote increased awareness of health information as well as affords community members free screenings at select fairs (e.g., carotid and thyroid screenings).				Health and Safety
Education for the community	The hospital hosts monthly educational lectures for seniors regarding health conditions, diagnosis, treatment options, etc. for various health, wellness, and safety topics.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	VC: Lifelong Learning
Planned Resources:	Community Health Improvement Grant Awards; hospital resources				
Planned Collaborators:	Our connection to local community organizations, including Senior Centers, provide opportunities for collaboration regarding this prioritized health need.				

Anticipated Impacts (overall long-term goals)
The hospital's initiatives to address access to care are anticipated to result in increased access, education, and information for various populations in our community.

Health Need:	Community belonging				
Population(s) of Focus:	Wide variety of community members				
Strategy or Program	Summary Description	Strategic Alignment			
		Strategy 1: Extend care continuum	Strategy 2: Evidence- informed	Strategy 3: Community capacity	Vital Condition (VC) or Urgent Service (US)
50plus Program	The 50plus Program fosters overall community and inclusion for seniors by providing opportunities for social connection and enhanced well-being. This includes quarterly events where participants can engage with peers and build meaningful connections.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	VC: Belonging and Civic Muscle
Health Professions Internship Program	Mentoring and network opportunities for interns and intern alumni to meet hospital staff and connect with one another to increase the sense of community, especially for these students who are historically underserved and underrepresented in healthcare.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	VC: Meaningful Work and Wealth
Glendale Healthier Community Coalition	GMHHC to continue participating with the Glendale Healthier Community Coalition to promote goals centered on inter-organizational events and community belonging.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	VC: Basic Needs for Health and Safety Belonging and Civic Muscle

Health Need:	Community belonging				
Glendale Unified School District - Cerritos Elementary	GMHHC partners with Cerritos Elementary, a community school primarily serving a low-income and immigrant student population within the Glendale Unified School District. Our collaboration includes a number of events, including education during Heart Health Month, Welcome Back Wildcats, Healthcare Superheroes Assembly, Adopt-a-Student Holiday Program, Spring Resource Festival, and more. These opportunities foster community connection and belonging throughout the school year.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	VC: Belonging and Civic Muscle
Diabetes Education Empowerment Program	This 6-week workshop series cultivates a supportive environment for individuals interested in diabetes management and prevention, including those with pre-diabetes, caregivers, and community members seeking knowledge. It fosters a shared learning experience, connecting participants and building a supportive community with our hospital and with one another around proactive health.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	VC: Basic Needs for Health and Safety
Sustainability efforts	In an effort to encourage sustainability within our hospital and our community, GMHHC hosts an	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	VC: Thriving Natural World

Health Need:	Community belonging				
	annual Earth Day Fair in collaboration with various community partners and departments. This increases awareness and provides resources on enhancing the collective need towards sustainable efforts, thereby creating shared purpose and engagement.				
Planned Resources:	Hospital resources				
Planned Collaborators:	Our connection to local organizations provides opportunities for collaboration around community belonging.				

Anticipated Impacts (overall long-term goals)
The hospital's initiatives to address community belonging are anticipated to result in increased sense of community for various populations in our service areas.