

Glendale Memorial Hospital & Health Center

2020-2022 Community Health Implementation Strategy




Adopted October 2020



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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 559,809.</p> <p>GMHHC’s primary service is the following 17 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 • Tujunga (91042) 			
<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 1100 1421 1325"> <tr> <td data-bbox="407 1100 854 1325"> <ol style="list-style-type: none"> 1. Poverty / Homelessness 2. Mental Health / Substance Abuse 3. Access to Medical Care 4. Cardiovascular Diseases </td> <td data-bbox="859 1100 1421 1325"> <ol style="list-style-type: none"> 5. Geriatric Support </td> </tr> </table>		<ol style="list-style-type: none"> 1. Poverty / Homelessness 2. Mental Health / Substance Abuse 3. Access to Medical Care 4. Cardiovascular Diseases 	<ol style="list-style-type: none"> 5. Geriatric Support
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<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 Grants Program (Grant awardees will be selected using the most recent CHNA as a guide for program priorities) • Cultural Trauma and Mental Health Resiliency Project • 50+ Senior Services (health lectures and exercise classes) • Breastfeeding Resource Center (support groups and education) • Health Fairs (screenings and education) • Diabetes and Nutrition Program • Collaboration with Glendale Healthier Community Coalition • Health Professions Education (internships for ultrasound, X-ray, phlebotomy, lab, pharmacy, surgical technician, and dietician students) 			

Anticipated Impact



The hospital's initiatives and partnerships to address the identified five significant health needs for our community will result in increased access to care, increased education and awareness, increased disease management, and support for vulnerable community members such as those experiencing homelessness and seniors.

Planned Collaboration



Our hospital's collaboration with community partners is vital to support the health and well-being of our community. Our Community Grants Program and our Cultural Trauma and Mental Health Resiliency Project enables us to partner with local community agencies to broaden and strengthen our reach in the community. In addition, are partnerships with community health fairs, schools (for our internship programs), and the Glendale Healthier Community Coalition ensures collaboration regarding community health.

This document is publicly available online at <http://www.dignityhealth.org/glendalememorial>.

Written comments on this report can be submitted to Dignity Health Glendale Memorial Hospital and Health Center, c/o Director of Mission Integration, 1420 S. Central Ave., Glendale, CA 91204 or by e-mail to Cassie.McCarty@dignityhealth.org.

Our Hospital and the Community Served

About Glendale Memorial Hospital

Glendale Memorial Hospital is a member of Dignity Health, which is a part of CommonSpirit Health.

GMHHC was founded in 1926 as Physicians and Surgeons Hospital by six Glendale community members who had a vision to expand health care services to the residents of south Glendale. The hospital started with 47 beds and is now an acute care hospital with 334 licensed beds. It became a member of Dignity Health in 1998. The hospital is located at 1420 S. Central Ave., Glendale, CA, 91204. The hospital resides within the county of Los Angeles and 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. During FY19, GMHHC celebrated its ninety-third year of providing quality healthcare. GMHHC has a staff of 1065 employees and we have 540 physicians on our Medical Staff. In addition, we have a large team of active volunteers. Annually, 250 volunteers provide services and support for our hospital, patients, and families. Glendale Memorial Hospital and Health Center service lines include:

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

Our 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.

Our Vision

A healthier future for all – inspired by faith, driven by innovation, and powered by our humanity.

Financial Assistance for Medically Necessary Care

Glendale Memorial Hospital delivers compassionate, high quality, affordable health care and advocates for members of our community who are poor and disenfranchised. In furtherance of this mission, the 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 a plain language summary and other materials are on the hospital's web site.

Description of the Community Served

Glendale Memorial Hospital and Health Center 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 Armenians, including immigrants. GMHHC resides 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. GMHHC has a primary and secondary service area. 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.



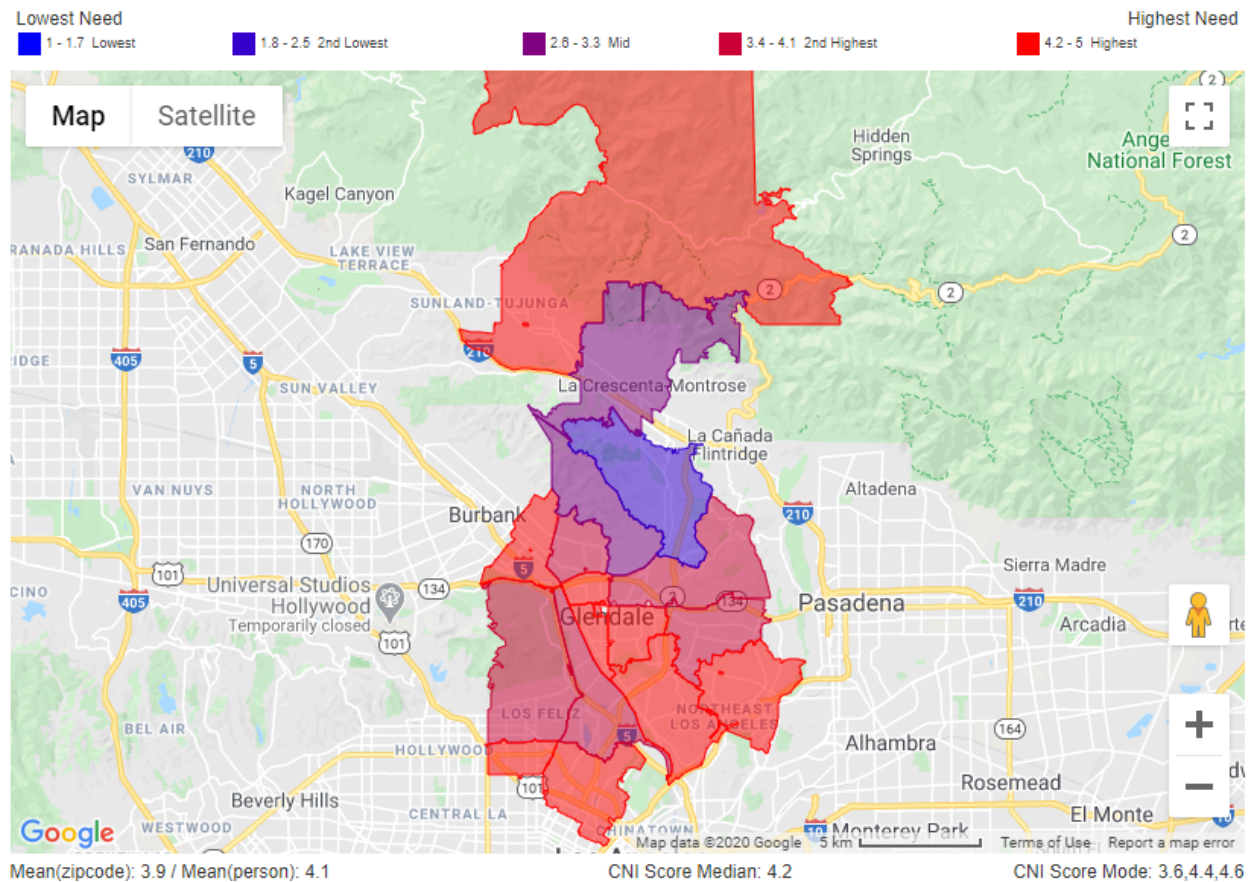
Demographics of the primary service area are from Claritas Pop-Facts © 2020; SG2 Market Demographic Module:

- Population for primary service area: 559,809
- Race
 - White - Non-Hispanic: 42.6%
 - Black/African American - Non-Hispanic: 1.9%
 - Hispanic or Latino: 36.3%
 - Asian/Pacific Islander: 16.3%
 - All others: 2.9%
- % Below Poverty: 11.6%
- Unemployment: 6.4%
- No High School Diploma: 17.3%
- Medicaid (household): 10.4%
- Uninsured (household): 4.3%
- CNI Score: 4.0
- Other hospitals serving the area: 2
- Medically Underserved Area: Yes

Community Need Index

One tool used to assess health need is the Community Need Index (CNI) created and made publicly available by Dignity Health and IBM Watson Health. The CNI analyzes data at the zip code level on five factors known to contribute or be barriers to health care access: income, culture/language, education, housing status, and insurance coverage.

Scores from 1.0 (lowest barriers) to 5.0 (highest barriers) for each factor are averaged to calculate a CNI score for each zip code in the community. Research has shown that communities with the highest CNI scores experience twice the rate of hospital admissions for ambulatory care sensitive conditions as those with the lowest scores.



Zip Code	CNI Score	Population	City	County	State
90026	4.6	68949	Los Angeles	Los Angeles	California
90027	3.8	45600	Los Angeles	Los Angeles	California
90029	4.8	38587	Los Angeles	Los Angeles	California
90039	3.8	28671	Los Angeles	Los Angeles	California
90041	3.6	28103	Los Angeles	Los Angeles	California
90042	4.4	63829	Los Angeles	Los Angeles	California
90065	4.4	48032	Los Angeles	Los Angeles	California
91042	4.4	28695	Tujunga	Los Angeles	California
91201	4.2	23056	Glendale	Los Angeles	California
91202	3.6	23720	Glendale	Los Angeles	California
91203	4.2	16604	Glendale	Los Angeles	California
91204	4.6	16561	Glendale	Los Angeles	California
91205	4.6	38449	Glendale	Los Angeles	California
91206	3.6	32993	Glendale	Los Angeles	California
91207	3	10540	Glendale	Los Angeles	California
91208	2.4	16723	Glendale	Los Angeles	California
91214	2.8	30697	La Crescenta	Los Angeles	California

Community Assessment and Significant Needs

The hospital engages in multiple activities to conduct its community health improvement planning process. These include, but are not limited to, conducting a Community Health Needs Assessment with community input at least every three years, identifying collaborating community stakeholder organizations, describing anticipated impacts of program activities and measuring program indicators.

Community Health Needs Assessment

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 October 2019. 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 at <http://www.dignityhealth.org/glendalememorial> or upon request at the hospital's Community Health office.

Significant Health Needs

The community health needs assessment identified the following significant community health needs:

1. **Poverty and Homelessness**

In California, where the cost of living is high, families can earn two or more times the Federal Poverty Level and still struggle to meet their basic needs. In some parts of our primary service area (SPA 4), the population living below the Federal Poverty Level and the population of those experiencing homelessness is a greater percentage than the average percentage for Los Angeles County. Furthermore, SPA 4 has the county's highest percentage of homeless who are mentally ill (29.3%), have substance abuse issues (28.0%), are HIV-positive (45.2%), or are physically disabled (28.0%). These percentages are slightly higher than in Los Angeles County.

2. **Mental Health and Substance Abuse**

Our community has consistently rated mental health and substance abuse as a prioritized health need. The data also supports the community's prioritization. For example, in some parts of our primary service area (SPA 4), the percentage for adults with serious psychological distress in the last year (10.9%) exceeds the percentage of Los Angeles County (9.7%).

3. **Access to Medical Care**

More than 7% of the population in both the state and Los Angeles County do not have insurance. In 2013-2017, over 10% of adults in SPA 2 and SPA 4 carried no insurance. In 2017, more than a

quarter of adults (25.6%) in the GMHHC service area had difficulty accessing medical care, which is slightly higher than Los Angeles County (23.6%).

4. Cardiovascular Diseases

In Los Angeles County, the rate of adults diagnosed with heart disease increased moderately each year. This trend is more pronounced in SPA 4 where the diagnosis rate in 2015 was 2.6%, and the change in rate was +3.8% in 2016 and an additional +0.5% in 2017. Within the county, almost 1 in 10 white adults (9.5%) has heart disease compared to 5.6% of Latinos, 8.2% of African Americans, and 2.8% of Asians.

5. Geriatric Support

The GMHHC service area has a larger population of adults over 65 (16.3%) compared to the Los Angeles County average (13.5%). A larger percentage of the 65+ population have been diagnosed with diabetes (21.2%), hypertension (54.2%) or high cholesterol (47.5%) than the Los Angeles County population in general (9.8%, 23.5%, and 25.2%, respectively).

Significant Needs the Hospital Does Not Intend to Address

The hospital intends to take actions to address all of the prioritized significant health needs in the CHNA report, both through its own programs and services and with community partners. Lists and descriptions of those planned actions are included in this report.

2020 Implementation Strategy

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. It summarizes planned activities with statements on anticipated impacts and planned collaboration. Program Digests provide additional detail on select programs.

This report specifies planned activities consistent with the hospital's mission and capabilities. The hospital may amend the plan as circumstances warrant. For instance, changes in significant community health needs or in community assets and resources directed to those needs may merit refocusing the hospital's limited resources to best serve the community.

The anticipated impacts of the hospital's activities on significant health needs are summarized below, and for select program initiatives are stated in Program Digests. Overall, the hospital anticipates that actions taken to address significant health needs will: improve health knowledge, behaviors, and status; increase access to needed and beneficial care; and help create conditions that support good health.

The hospital works to evaluate impact and sets priorities for its community health programs in triennial Community Health Needs Assessments.



Creating the Implementation Strategy

Glendale Memorial Hospital is dedicated to improving community health and delivering community benefit with the engagement of its management team, Community Board, clinicians and staff, and in collaboration with community partners. As a matter of Dignity Health policy, the hospital's community health and community benefit programs are guided by five core principles. All of our initiatives relate to one or more of these principles:

- Focus on Disproportionate Unmet Health-Related Needs
- Emphasize Prevention
- Contribute to a Seamless Continuum of Care
- Build Community Capacity
- Demonstrate Collaboration

In developing the hospital's Community Implementation Strategy, the process includes two objectives: 1) The determination of hospital programs and resources that will have the greatest impact on addressing

community need; and 2) The identification of potential community partners that have goals and missions aligned with GMHHC and that address identified needs in the CHNA.

The Director of Mission Integration, along with the manager of Community Health, members of the Senior Leadership Team, and Mission Council (community members are represented in this council), review existing community benefit programs to ensure alignment with significant health needs identified in the most recent CHNA.


In addition, the hospital’s Community Board reviews community benefit plans and program updates (see Page 21 for our Community Board roster).



Strategy by Health Need

The tables below present strategies and program activities the hospital intends to deliver to help address significant health needs identified in the CHNA report. For grants awarded to the community, awardees may vary from year to year.

They are organized by health need and include statements of the strategies’ anticipated impact and any planned collaboration with other organizations in our community.

 Health Need: Poverty and Homelessness	
Strategy or Program Name	Summary Description
Support for situationally homeless families	Community Grant to Family Promise of the Verdugos. This project will provide support for parents and children as they obtain housing, jobs, and maintain schooling.
Support for low income and homeless children	Community Grant to Kids’ Dental Community Clinic. This project will provide access to dental care for low-income and homeless children.
Support for low-income seniors and disabled adults.	Community Grant to Hope through Housing Foundation. This project will provide low-income seniors and disabled adults individual assistance and resource referrals and coordination partnership to deliver health, wellness, exercise and social programs.
Support for chronically homeless individuals and families	Community Grant to Ascencia to support access to medical care/medical home and permanent supportive housing and case management.

Anticipated Impact: The hospital’s initiatives to address poverty and homelessness are anticipated to decrease Glendale homeless population; increase access to basic needs; improve physical and mental wellbeing; increase positive behavior; and decrease social isolation and depression.

Planned Collaboration: 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 Poverty and Homelessness.



Health Need: Mental Health and Substance Abuse

Strategy or Program Name	Summary Description
Support for situationally homeless families	Community grant to Family Promise of the Verdugos. This project will provide support for parents and children as they obtain housing, jobs, and maintain schooling. This will include support for families for overall mental well-being.
Support for low-income seniors and disabled adults.	Community grant to Hope through Housing Foundation. This project will provide low-income seniors and disabled adults individual assistance and resource referrals and coordination partnership to deliver health, wellness, exercise and social programs.
Support for veterans and their families	Community grant to Wellness Works. This project provides mental health care to veterans with PTSD, TBI (Traumatic Brain Injury), and/or MST (Military Sexual Trauma), and provides Community Resiliency Model (CRM) Training, which enhances a peer-support, self-care model.
Cultural Trauma and Mental Health Resiliency Project	Our hospital will provided grant funds to two lead organizations (National Alliance for Mental Health and Glendale Youth Alliance / Glendale Unified School District) who work with primary and secondary schools and libraries to provide education for administrators, teachers, staff, parents, and community members on the signs and symptoms of mental health.
Breastfeeding Resource Center	Our hospital’s Breastfeeding Resource Center provides free support to new moms and their infants in the community through group and 1:1 support in English and Spanish. Breastfeeding is linked to a lower risk of post-partum depression.
Support for chronically homeless individuals and families	Community Grant to Ascencia to support access to medical care/medical home and permanent supportive housing and case management. This includes supporting mental health.

Anticipated Impact: 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.

Planned Collaboration: 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 Mental Health needs.



Health Need: Access to Medical Care

Strategy or Program Name	Summary Description
Education for the community	Our hospital hosts monthly health education lectures regarding screenings, diagnosis, treatment options and diet on various health topics as well as safety topics.
Education and screenings for the community	GMHHC participates in a number of community and business sponsored health fairs in the greater Glendale area. We provide information, education and screenings for adults and seniors at these events.
Access to oral health care	Community Grant to Kids' Dental Community Clinic. This project will provide access to dental care for low-income and homeless children.
Access to medical care/medical home	Community Grant to Ascencia to support access to medical care/medical home and permanent supportive housing and case management. This includes supporting mental health.
Financial Assistance	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.

Anticipated Impact: The hospital's initiatives to address Access to Medical Care are anticipated to result in increased access, education, and information for various populations in our community.

Planned Collaboration: Our connection to local community organizations, including Senior Centers, provide opportunities for collaboration around Access to Medical Care.



Health Need: Cardiovascular Diseases

Strategy or Program Name	Summary Description
Support for seniors	Our hospital hosts weekly Strength Training and Shao Chi/Yoga Classes to promote exercise and healthy lifestyles. In addition, we will provide at least one annual lecture at the hospital to educate seniors.
Education for the community	GMHHC's Cardiac Fitness Program hosts an annual King and Queen events at the hospital. We provide information, education, and health screenings at this events, including carotid screenings.

Education and screenings for the community	GMHHC participates in community and business sponsored health fairs in the greater Glendale area. We provide information, education, and screenings at these events, in particular carotid screenings.
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Anticipated Impact: The hospital’s initiatives to address Cardiovascular Disease are anticipated to result in increased education and disease management for various populations in our community.

Planned Collaboration: Our connection to local Senior Centers and other community agencies provide opportunities for collaboration around Cardiovascular Disease.

 **Health Need: Geriatric Support**


Strategy or Program Name	Summary Description
Support for low-income seniors and disabled adults.	Community grant to Hope through Housing Foundation. This project will provide low-income seniors and disabled adults individual assistance and resource referrals and coordination partnership to deliver health, wellness, exercise and social programs.
Education for the community	Our hospital hosts monthly health education lectures regarding screenings, diagnosis, treatment options and diet on various health topics as well as safety topics.
Support for seniors	Our hospital hosts weekly Strength Training and Shao Chi/Yoga Classes to promote exercise and healthy lifestyles. This also helps seniors with their overall mental well-being and social life.
Education for the community	GMHHC’s Cardiac Fitness Program hosts an annual King and Queen events at the hospital. We provide information, education, and health screenings at this events.

Anticipated Impact: The hospital’s initiatives to address Geriatric Support are anticipated to result in increased education and improved fitness seniors in our community.

Planned Collaboration: The hospital’s Community Grants and King and Queen events provides opportunity for collaboration with partners.

Program Digests

The following pages include Program Digests describing key programs and initiatives that address one or more significant health needs in the most recent CHNA report. The digests include program descriptions and intervention actions, statements of which health needs are being addressed, any planned collaboration, and program goals and measurable objectives.

 50+ Senior Services	
Significant Health Needs Addressed	<input type="checkbox"/> Poverty and Homelessness <input checked="" type="checkbox"/> Mental Health and Substance Abuse <input checked="" type="checkbox"/> Access to Medical Care <input checked="" type="checkbox"/> Cardiovascular Disease <input checked="" type="checkbox"/> Geriatric Support
Program Description	<p>The major components of our hospital’s senior services are comprised of the 50+ membership program which offers:</p> <ul style="list-style-type: none"> • Education <ul style="list-style-type: none"> ○ Free monthly health related education lectures specifically targeted for seniors ○ AARP Mature Driving Classes • Exercise <ul style="list-style-type: none"> ○ Promotion of physical, mental, and social well-being through weekly exercise classes.
Community Benefit Category	A1—Community Health Education
Planned Actions for 2020 - 2022	
Program Goal / Anticipated Impact	Increase health awareness and screenings for seniors in our community.
Measurable Objective(s) with Indicator(s)	Increase outreach and grow membership by 5%
Intervention Actions for Achieving Goal	Schedule monthly senior lectures, schedule weekly exercise class, attend four health fairs to provide education and screenings.
Planned Collaboration	Community Health Manager to continue collaborating with local senior centers and serve on the City of Glendale Senior Services Committee.



Health Fairs

Significant Health Needs Addressed	<input type="checkbox"/> Poverty and Homelessness <input checked="" type="checkbox"/> Mental Health and Substance Abuse <input checked="" type="checkbox"/> Access to Medical Care <input checked="" type="checkbox"/> Cardiovascular Disease <input checked="" type="checkbox"/> Geriatric Support
Program Description	GMHHC participates in community and business sponsored health fairs in the greater Glendale area. We provide information, education and screenings at these events.
Community Benefit Category	A1—Community Health Education
Planned Actions for 2020 - 2022	
Program Goal / Anticipated Impact	Continue providing access to screenings and health-related education for community members in the greater Glendale area.
Measurable Objective(s) with Indicator(s)	Participate in four health fairs annually.
Intervention Actions for Achieving Goal	Provide information, education and screenings.
Planned Collaboration	Community Health Manager to continue collaborating with community organizations and businesses.



Breastfeeding Resource Center

Significant Health Needs Addressed	<input type="checkbox"/> Poverty and Homelessness <input checked="" type="checkbox"/> Mental Health and Substance Abuse <input type="checkbox"/> Access to Medical Care <input type="checkbox"/> Cardiovascular Disease <input type="checkbox"/> Geriatric Support
Program Description	GMHHC's Breastfeeding Resource Center has trained certified lactation educators to assist new mothers with breastfeeding needs and assess the mother/baby dyad to ensure that the baby is breastfeeding effectively. All women in the community are invited to participate, whether or not their baby was delivered at GMHHC. In particular, many low-income women have limited or no access to breastfeeding support and education, and we want to make our resources available to them. The short-term and long-term benefits of breastfeeding for mother and child are well documented (e.g., for mother—breastfeeding linked to a lower risk of these types of health problems: Type 2 diabetes, breast cancer, cervical cancer, and post-partum depression; for baby—breastfeeding linked to lower risk of Type 1 & 2 Diabetes, childhood leukemia, lower respiratory infections, asthma, and obesity).
Community Benefit Category	A1—Community Health Education
Planned Actions for 2020 - 2022	
Program Goal / Anticipated Impact	<ul style="list-style-type: none">• Continue to market our free Breastfeeding Support Group and classes.• Increase numbers of pregnant women attending the BF classes.• Nurture a free Spanish-speaking weekly support group.• Community awareness that breastfeeding consultations and breast pump purchase assistance is now available through most health insurance plans.• Market our free hot line, classes and support group to surrounding clinics in the community.• Open up a low cost/no cost Lactation Service for the community
Measurable Objective(s) with Indicator(s)	<ul style="list-style-type: none">• Track patients satisfaction with overall breastfeeding support and education provided.• Track number of mothers attending the Breastfeeding Support Group and monitor their overall satisfaction with the services provided.
Intervention Actions for Achieving Goal	<ul style="list-style-type: none">• Free weekly support group.• Free Breastfeeding Hot line.• Free Breastfeeding Classes in English and Spanish.

Planned Collaboration	Working with Director of Breastfeeding Promotion at WIC, she has generously donated time to visit physician offices to give free Breastfeeding Education to their staff. In addition, work with City of Glendale to promote Breastfeeding Resource Center through resource pamphlets.
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Community Grants

Significant Health Needs Addressed	<ul style="list-style-type: none"> ✓ Poverty and Homelessness ✓ Mental Health and Substance Abuse ✓ Access to Medical Care <input type="checkbox"/> Cardiovascular Disease ✓ Geriatric Support
Program Description	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 Hospital'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 five 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. Dignity Health grants funds are to be used to provide services to underserved populations.
Community Benefit Category	E2—Grants

Planned Actions for 2020 - 2022

Program Goal / Anticipated Impact	Increase education, disease management, access to care, prevention, and well-being of community members.
Measurable Objective(s) with Indicator(s)	<p>Examples of goals from Community Grant proposals:</p> <ul style="list-style-type: none"> • 10 of 20 enrolled homeless clients to be placed into permanent housing annually. • 90% or more situationally homeless families move back into sustainable housing annually. • 85% senior residents served indicate increased access to basic needs (transportation, utility assistance, exercise, etc.); 75% senior residents served indicate increased knowledge about healthy behavior; 75% senior residents served indicate increased access to physical activity

	<ul style="list-style-type: none"> • 1,818 children to be served in Glendale Unified School District; 25-40% will have current active decay uncovered; Increased oral health literacy for participants; 10% of identified homeless children will be provided sustained access to dental care. • 90% of veterans will experience a decrease in PTS symptoms; 90% of vets will meet at least one indicator for transitioning to civilian life, such as having a job, reducing chronic pain symptoms, making positive lifestyle changes; 80% of vets will see improvement in their relationships with family members and/or other vets at Wellness Works, as measured by self-report and staff and family observation.
Intervention Actions for Achieving Goal	<p>Examples from Community Grant proposals:</p> <ul style="list-style-type: none"> • Provide case management to situationally homeless families • Provide health education workshops and exercise classes for seniors • Provide oral health education, screenings, and dental care for children • Provide trauma-informed treatment and case management for veterans
Planned Collaboration	<p>Glendale Memorial will collaborate with various Lead and Partnering agencies that receive grant funding.</p>

Hospital Board

Robert Gall, MD
Hospital Physician

Silva A. Gasparian, PharmD
Pharmacist, Memorial Medical Pharmacy

Silvio Lanzas
Chief, Glendale Fire Department

Patrick Liddell, Esq
Attorney, Melby & Anderson

Hans Mayer (*Vice Chair*)
Attorney, Knobbe Martens Olson, & Bear

Carl Povilaitis
Chief, Glendale Police Department

Teresa Swida, DO
Hospital Physician

Kalust Ucar, MD
Hospital Physician

Petar Vukasin, MD (*Chair*)
Hospital Physician

Douglas Webber, MD
Hospital Physician

Jill Welton
CEO/President

Brigeli Westerband, MD
Hospital Chief of Staff