

ADVENTIST HEALTH
CASTLE

2023

YEAR ONE UPDATE, FY 2023
Community Health
Implementation Strategy

Adventist Health
Castle

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[ADVENTISTHEALTH:INTERNAL]

Purpose & Summary

Adventist Health Castle is pleased to share its Implementation Strategy Year One Update, FY 2023. also known as the Community Health Plan Update, FY 2023. This follows the development of its Community Health Implementation Strategy (CHIS) and the 2021 Community Health Needs Assessment (CHNA) in accordance with requirements in the Affordable Care Act and IRS 990 Schedule H requirements. The 2021 CHNA was a coordinated collaboration across 19 not-for-profit hospitals across Hawai'i led by the Healthcare Association of Hawai'I and the report was adopted and published by Adventist Health in 2022.

After a thorough review of the health status in our community through the community health needs assessment (CHNA), we identified areas that we could address using our resources, expertise and community partners. Through these actions and relationships, we aim to empower our community and fulfill our mission of "Living God's love by inspiring health, wholeness and hope."

The results of the CHNA guided the creation of the Community Health Implementation Strategy and aided us in how we could best provide for our community and the vulnerable among us. The Implementation Strategy summarized the plans for Adventist Health Castle to develop and collaborate on community benefit programs that address prioritized health needs identified in its 2022 CHNA. Adventist Health Castle has adopted the following four priorities — financial security, mental health, housing, trust and equitable access. There are significant health needs that were previously identified in the prior CHNA, which are still relevant today (i.e., the importance of strong families, emergency preparedness, environment, kūpuna care, healthy starts, community cohesiveness and food security).

The CHIS consists of a long-term community health improvement plan that strategically implements solutions and programs to address the health needs identified in the CHNA. Together, with the Adventist Health Well- Being team, local public health officials, community-based organizations, medical providers, students, parents, and members of selected underserved, low-income and minority populations, Adventist Health Castle intentionally developed a strategic plan to address the needs of the community. The results of the Implementation strategy are reported on a yearly basis through the Annual Community Health Plan Update. This is year one, of a three-year strategy to improve the health of our community.

In this Year One Update, FY 2023, of the Community Health Implementation Strategy, you will find strategies, tactics, and partnerships that address the following health needs that were identified in the latest Adventist Health Castle CHNA:

- **Access to Care (trust and equitable access)**
- **Financial Stability**
- **Housing**
- **Mental Health**

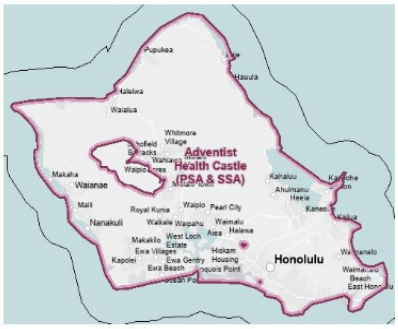
Adventist Health Castle (PSA & SSA) Needs Assessment

Change location

Who Adventist Health Castle (PSA & SSA) Cares For

Demographic Profile

The Adventist Health Castle market is located in the state of Hawaii. The market has a total population of 1,015,068 (based on the 2020 Decennial Census). The largest city in the service area is Urban Honolulu CDP, with a population of 337,256. The service area is comprised of the following ZIP codes: 96706, 96818, 96825, 96857, 96734, 96814, 96860, 96717, 96821, 96816, 96730, 96762, 96815, 96731, 96817, 96786, 96826, 96792, 96813, 96782, 96797, 96819, 96791, 96795, 96712, 96744, 96707, 96701, 96853, 96863, 96789, 96822.



Total Population

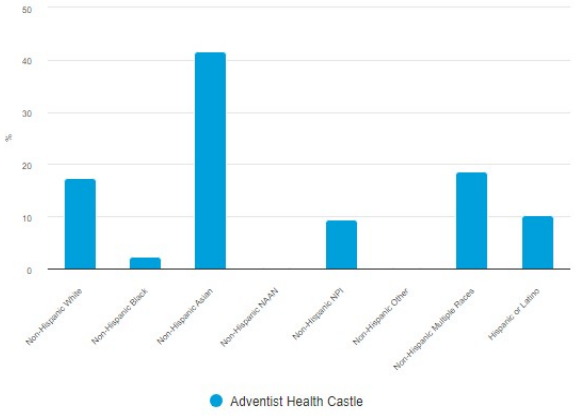
1,015,068

58.87%

of the population owns their home

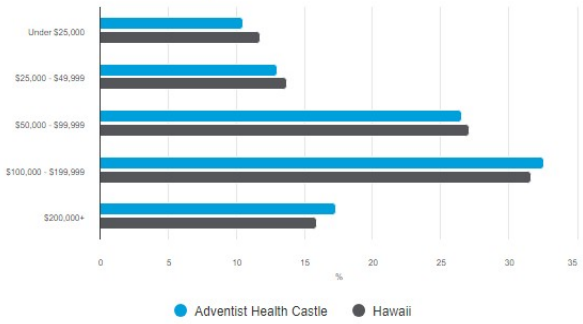
41.13%

of the population rents their home

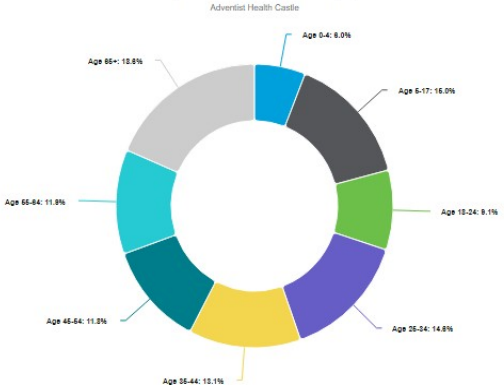


Note: NAAN = Native American or Alaska Native, NPI = Native Hawaiian or Pacific Islander.

Households by Household Income Levels, Percent



Total Population by Age Groups, Total



[ADVENTISTHEALTH:INTERNAL]

About Us

Adventist Health Castle

Adventist Health Castle was founded 65 years ago through a grassroots collaboration by local Windward O'ahu residents, concerned physicians, benefactors, and the Seventh-day Adventist Church. It became the first hospital located on the Windward side of O'ahu, which is separate from Honolulu by the Ko'olau Range. It was from these humble beginnings that Castle Memorial Hospital was born to care for its community. Fast forward to today, the hospital is now named Adventist Health Castle and is known for its commitment to the community through patient care that is delivered with compassion deeply rooted in spiritual heritage, while engaging in a constant quest for clinical quality and performance excellence.

A full-service medical center offering a wide range of inpatient, outpatient and home-based services, Adventist Health Castle is a 160- bed facility with more than 1,000 employees and staffed by more than 300 physicians. Located in Kailua, Adventist Health Castle serves all of O'ahu and is the primary healthcare facility for the Windward side of the island. Adventist Health Castle is owned and operated by Adventist Health, a Seventh-day Adventist healthcare system.



Adventist Health

Adventist Health is a faith-inspired, nonprofit integrated health system serving more than 80 communities on the West Coast and Hawai'i. Founded on Adventist heritage and values, Adventist Health provides care in hospitals, clinics, home care agencies, hospice agencies and joint-venture retirement centers in both rural and urban communities. Our compassionate and talented team of 34,000 includes associates, medical staff physicians, allied health professionals and volunteers driven in pursuit of one mission: living God's love by inspiring health, wholeness and hope. Together, we are transforming the American healthcare experience with an innovative, yet timeless, whole-person focus on physical, mental, spiritual and social healing to support community well-being.

Adventist Health's Approach to CHNA & CHIS

The research team has had the opportunity to engage with over 200 people across the island who care deeply about Hawai'i. Social workers, teachers, farmers, doctors, policy advocates, mothers and fathers, sons and daughters, survivors, students, and healthcare providers all shared their thoughts regarding the communities they reside in, the clients they serve, and the people they love.

The following pages highlight the key findings Adventist Health Castle identified as their top priority health needs, or s we refer to them in this report, their "High Priority Needs." The High Priority Needs are addressed in the community health implementation strategy and are reported on a yearly basis through the Annual Community Health Plan Update. This is year one, of a three-year strategy to improve the health of our community. We invite you to learn about the actions, activities and programs that have been implemented in 2023.

Action Plan for Addressing High Priority Needs

The following pages reflect the goals, strategies, actions and resources that Adventist Health Castle provided in 2023 to address each selected High Priority Need

AHCS ADDRESSING HIGH PRIORITY: ACCESS TO CARE - OUTPATIENT STRATEGY

Goal	Collaborate with outpatient healthcare providers to increase access to healthcare for patients with any type of insurance.

Strategy 1:	Identify primary care physicians and specialists, which includes behavioral health providers that accept all insurances.

Action:
Program/Activity/Tactic/Policy

- Implement intake process for gathering information on primary care providers and specialists regarding:
  - *Accepting new patients*
  - *Insurance policies*
  - *Office hours and after-hours protocol*
- Establish database for the public to access information.
- Distribute public-facing material about which providers are accepting new patients and the insurance policies they accept.

REPORTING: FY 2023

Qualitative

- Setup of easy-to-use website serving as a hub of resources to assist patients in finding a PCP.
- Implementation of a phone line to help patients find a PCP or specialist.
- Implemented a tracking system to track call volume.
- Added resources link in partnership with Adventist Health Community Outreach team to assist patients with social service resources such as insurance, food insecurity, housing and other needs identified by patients.
- Provided enrollment assistance through a third-party vendor to assist community members with Medicaid eligibility, high touch customer service and patient advocacy.
- Adventist Health Castle recruited four family physicians, one psychiatrist, two neurologist, one obstetrician and one internist in response to the community health needs assessment and physician recruitment assessment which indicated a statistical shortage of physicians in the community. Recruitment recommendations incorporated qualitative factors during the interview process such as an expressed need for more family practice physicians on the eastern side of the island due to travel barriers, and the recruitment struggles due to the high cost of living and low reimbursement rates on Oahu.

Quantitative

- Trained two data collection associates to answer, “find a doc,” phone line. One for primary and second for coverage.
- Averaged 10-15 calls a week of patients calling phone line to get help in finding a PCP or Specialist.

AHCS ADDRESSING HIGH PRIORITY: FINANCIAL STABILITY

Goal	- Meeting the strategic workforce needs in a dynamic labor market and environment to deliver high quality care. - Becoming an integral part of the community as an employer, providing entry points into the workforce, and fostering career and growth opportunities to Hawai'i residents.

Strategy:	1. Build an external talent pipeline. 2. Develop Career Awareness with underserved and vulnerable populations in order to address the community wide gap in employment.
Population Served	Underrepresented Hawai'i residents
Internal Partners	Human Resources and Talent Acquisition
External Partners	Department of Education

Action:
Program/Activity/Tactic/Policy

Build strategic partnerships including, but not limited to:

- Healthcare Association of Hawai'i
- Hawai'i Chamber of Commerce: Building integrated programs
- Windward Community College: Acute Care Nursing Assistant program
- Leeward Community College: Patient Access Representative program
- COPE Health Scholars: Medical Assistant and Training and Career Pathway program

Career Awareness with high school engagement and focus on "in-need" individuals through participation in community outreach.

- High school teacher externship pilot
- High school career fairs
- Windward Mall farmer's market
- Opportunity awareness
- Military collaborations
- Kaka'ako job fair
- Social media campaigns

REPORTING: Financial Stability FY 2023

Qualitative	Quantitative
• Adventist Health Castle became registered as an educator with University of Hawaii education system to provide our first workforce development program in Acute Nursing Assistants Program. • Registered our first internal medical assistant training workforce development curriculum through the University of Hawaii and filled all open positions for 2024 cohort. • Certification program for medical assistants implemented for career advancement for both current and new employees. • Adventist Health Castle became partner in Hawaii ClimbHi initiative to offer opportunities to students across the state. • Provided support and educators to Kailua High School Phlebotomist program.	• Established and graduated six in Medical Assistant Program in collaboration with COPE Health Solutions. • Completed first Nursing Assistant cohort with four participants in 2023. • Three Nursing Assistant cohorts scheduled in 2024. • Employed four graduates of Kailua High School Phlebotomist training program at Adventist Health Castle.

• Adventist Health Castle Sterile Processing Program and Surgical Technician Program fully implemented.	• Two Surgical Technician trainees hired to start in April 2024.

AHCS ADDRESSING HIGH PRIORITY: HOUSING

Goal	Establish partnerships utilizing community healthcare coordinators to connect the homeless and those with housing instability with existing services and programs that lessen financial burden and facilitate available resources between client and organization.

Strategy 1:	Collaborate through community partnerships that focus on efforts to assist in housing stability. The existing efforts will engage in resources available to assist in disparities that include but are not limited to financial assistance, government assistance, workforce development, access to care and food security services.
Population served:	Those experiencing financial hardship.
Internal partners:	Adventist Health Castle Community Outreach Hui, Adventist Health Castle Case Management and Castle Health Group
External partners:	Castle Foundation, Council of Native Hawaiian Advancement, KEY Project, Weinberg Village and Waimānalo Health Center, Catholic Charities

REPORTING: Housing FY 2023

Qualitative:

- Outreaches were completed to promote housing stability services, support services and Workforce Readiness Program.
- Site created- Adventist Health Community Outreach to highlight available resources to the community. Adventist Health Castle - Community Outreach Hui

Quantitative:

- 94 community members supported
- 2000 Koolau Resource books distributed to the community
- 15 community outreaches
- Created Adventist Health Castle Community Outreach website

AHCS ADDRESSING HIGH PRIORITY: MENTAL HEALTH

Goal	Provide access for community and state of Hawai'i mental health needs and evaluate additional behavioral health services that are not limited to detoxification and telehealth psychiatric services.

Strategy:	Increase and improve access to behavioral health services.
Population served:	State of Hawai'i with a primary focus on Windward O'ahu.
Internal partners:	Adventist Health Castle Chief Nursing Officer, Chief Medical Officer, Chief Finance Officer, Medical Directors of Emergency Department and Behavioral Health, Castle Health Group leadership and Adventist Health Castle clinic leadership
External partners:	Neighborhood boards, Kaiser Permanente Moanalua Medical Center, Kahuku Medical Center and Pali Momi, insurance payors, service providers, and other unidentified partners

Action:
Program/Activity/Tactic/Policy

- Evaluate potential needs, abilities to provide services, and sustainability of additional services.
- Telehealth psychiatric services and alcohol or opioid detoxification services are not currently available at Adventist Health Castle and have potential as additional services within the behavioral health service line.
- Other strategies may also benefit the community but are not identified.
- Telehealth psychiatric services for adolescent consults at Adventist Health Castle have recently been deployed within our emergency department to address potential adolescent needs we do not have the capability for.

REPORTING: Mental Health FY 2023

Qualitative:

- Engaged and created partnerships with Kahuku Medical Center, Kaiser Permanente and Pali Momi to identify measurable outcomes to recognize improvements for access to inpatient care.
- Held the community collaborative meeting with members from key stakeholders in the community such as the state legislature, NAMI, Patient self-help, Poailani, Hina Mauka and former patients.
- Collaborated with Adventist Health Castle Community Outreach with presence at community events.
- Participated in the annual NAMI Walk where we were able to make connections and develop relationships with other mental health entities and other hospitals.

Quantitative:

- Decreased wait time for child adolescent ER psych consultations.
- Decreased child adolescent Emergency Department average hold times from five days to 48 hours.
- Improved average length of stay in emergency department hours from 26.1 hours to 9.4 hours.



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, we hope you imagine a healthier Hawai'i and work with us to find solutions to create communities that embody well-being.

The purpose of the CHNA was to offer a comprehensive understanding of the health needs in Adventist Health Castle's service area and guide the hospital's planning efforts to address those needs.

The significant health needs were identified through an analysis of secondary data and community input. These health needs were prioritized according to a set of criteria that included the following:

- Alignment with the Adventist Health mission.
- Use of services, which provide meaningful impact based on our resources and expertise.
- Opportunities to collaborate with community partners that extends beyond healthcare to address root causes.

For further information about the process to identify and prioritize significant health needs, please refer to the Adventist Health Castle CHNA report at the following link: 2021CHNA-Castle.pdf at **adventisthealth.org/about-us/community-benefit**

Adventist Health Castle is an affiliate of Adventist Health, a faith-based, nonprofit integrated health system serving more than 80 communities on the West Coast and Hawai'i. Vision Adventist Health will be a recognized leader in mission focus, quality care and fiscal strength.

Significant Identified Health Needs

The Adventist Health Community Well-Being team and community partners collectively reviewed all relevant significant health needs identified through the CHNA process. The 2022 CHNA identified 11 priorities across three goals. Throughout the process of research and input gathering for the 2022 CHNA, high priorities emerged and have been explored in depth. However, the remaining priorities were identified by community members and leaders as critical to address. These continued needs are referred to as the "Significant Health Needs" by the IRS in Section 501(r)3.

From this group of 11, several high priority health needs were established for Adventist Health Castle. High priority heath needs were chosen as they had demonstrated the greatest need based on severity and prevalence, intentional alignment around common goals, feasibility of potential interventions, and opportunities to maximize available resources over a three-year period.

Using the criteria mentioned above, we were able to determine which needs were high priority, as compared to those that were significant needs. The High Priority Needs are the focus of the implementation strategy and this accompanying Implementation Strategy, Year One Update, FY 2023. The remaining significant health needs are not addressed directly but will likely benefit from the collective efforts in this report.

High Priority Health Needs
Access to Care
Financial Stability
Housing (embedded in several identified needs)
Mental Health
Lower Priority Needs that will not be addressed directly by Adventist Health Castle due to limited resources, expertise and feasibility of viable interventions
Work together for Equity & Justice
Strengthen safe families
Prepare for emergencies
Build good food systems
Community cohesiveness
Environment
Invest in teenagers and healthy starts
Shift kapuna care away from "sick care'

Community Health Financial Assistance for Medically Necessary Care Commitment



Adventist Health understands that community members may experience barriers in paying for the care they need. That is why we are committed to providing financial assistance to those who may need support in paying their medical expense(s).

Community members can find out if they qualify for financial aid in paying medical bills by completing a financial assistance application. Applications can be filled out at the time care is received or after the bill has been administered. To access the financial assistance policy for more information or to contact a financial assistant counselor, please visit us at: Adventist Health - Help Paying Your Bill.



Adventist Health Castle
640 `Ulukahiki Street Kailua, HI 96734
(808) 263-5500
www.adventisthealth.org



Thank you for reviewing our Implementation Strategy Year One Update, FY 2023.
We are proud to serve our local community and are committed to making it a healthier place for all. To provide feedback on this community benefit report or other reports referenced, email community.benefit@ah.org.
You may also request a copy free of charge.