

# Community Health Needs Assessment: **Implementation Strategy**

2020-2022

Adopted July 2020 for:

Adventist HealthCare Shady Grove Medical Center

Adventist HealthCare White Oak Medical Center

Adventist HealthCare Rehabilitation Rockville

Adventist HealthCare Rehabilitation Takoma Park



***Adventist HealthCare completed a comprehensive Community Health Needs Assessment (CHNA) process for each of our hospitals. The CHNA reports were adopted by our Board of Trustees in October of 2019.***

***Complete CHNA reports are available online at:***

***<https://www.adventisthealthcare.com/about/community/health-needs-assessment/>***

# Organizational Overview

## About Us

Adventist HealthCare, based in Gaithersburg, Md., is a faith-based, not-for-profit organization of dedicated professionals who work together each day to improve the health and well-being of people and communities through a ministry of physical, mental and spiritual healing.

Founded in 1907, Adventist HealthCare is the first, largest and only health system headquartered in Montgomery County, Maryland and operates:

- Three nationally accredited acute-care hospitals
- A nationally accredited rehabilitation hospital
- Mental health services
- Home health agencies
- Physician networks
- Urgent Care Centers
- Imaging Centers

## Mission & Values

### Our Mission

We extend God's care through the ministry of physical, mental and spiritual healing.

### Our Values

Adventist HealthCare has identified five core values that we use as a guide in carrying out our day-to-day activities:

1. **Respect:** We recognize the infinite worth of each individual.
2. **Integrity:** We are conscientious and trustworthy in everything we do.
3. **Service:** We care for our patients, their families and each other with compassion.
4. **Excellence:** We do our best every day to exceed expectations.
5. **Stewardship:** We take ownership to efficiently and effectively extend God's care.

## Our Hospitals

### Shady Grove Medical Center

Shady Grove Medical Center is a licensed 443-bed acute care facility located in Rockville, Maryland. Opened in 1979, the hospital has since expanded to include a four-story patient tower with private rooms; a high-tech surgery department for inpatients and outpatients; a freestanding Emergency Center in Germantown; the comprehensive Aquilino Cancer Center; and inpatient and outpatient mental health services.

### White Oak Medical Center

Adventist HealthCare White Oak Medical Center is a 180-bed acute-care facility located in Silver Spring, MD. The hospital first opened in 1907 in Takoma Park, MD, and was home to Montgomery County's first cardiac center, with hundreds of open-heart surgeries and thousands of heart catheterizations performed each year. Today, a new state-of-the-art hospital stands in Silver Spring, MD, which continues to provide high-quality cardiac, emergency, stroke, maternity, cancer, surgical and orthopedic care.

### Rehabilitation: Rockville & Takoma Park

Adventist HealthCare Rehabilitation, which opened in January 2001, is the first and only acute rehabilitation hospital in Montgomery County, Maryland. Adventist HealthCare Rehabilitation offers comprehensive rehabilitation programs for brain injuries, spinal cord injuries, stroke, amputation, orthopedic injuries and surgeries, sports-related injuries, work-related injuries and neurological disorders. Adventist HealthCare Rehabilitation has two hospital locations: a free-standing 55-bed hospital in Rockville, Maryland, and a 42-bed hospital located in Takoma Park, Maryland. Adventist HealthCare Rehabilitation also provides outpatient rehabilitation services at our hospital location in Rockville and our community-based centers in Silver Spring, Maryland and Gaithersburg, Maryland. Adventist HealthCare Rehabilitation is accredited by the Commission on Accreditation of Rehabilitation Facilities (CARF) for all four of its specialty programs including stroke, spinal cord injury, brain injury and amputee. Adventist HealthCare Rehabilitation was one of the first acute rehabilitation facilities in the nation to earn specialty accreditation for its amputee program.

# Prioritization of Identified Needs

## Process and Criteria Used

The prioritization of needs for this Community Health Needs Assessment (CHNA) cycle was completed on a system level. The initial prioritization was led by Adventist HealthCare's Community Benefit Steering Committee (CBSC). The purpose of the CBSC is to guide the community benefit work of Adventist HealthCare to fulfill our mission and improve the health and wellbeing of the community we serve. The CBSC is comprised of leaders from each of our hospital entities as well as from population health, mission integration and spiritual care, marketing, philanthropy, and finance.

To complete the prioritization process, the CBSC members were asked to evaluate each of the identified areas of need utilizing the following factors:

- **Incidence and Prevalence:** How big of a problem is the need in the community?
- **Presence and Magnitude of Disparities:** Are some populations disproportionately burdened?
- **Change over Time:** Has the need improved, worsened, or seen no change in recent years?
- **County Alignment:** Is the health area aligned with Montgomery and Prince George's County priority areas?
- **Community Support:** Based on the community input collected, is this a significant area of need?
- **Gaps and Resources in the Community:** Are there existing resources sufficiently addressing the need or are additional resources needed? Where specifically do the gaps lie?
- **Alignment with Adventist HealthCare Strategy:** Does this area align with an Adventist HealthCare strategy or area of focus?



- **Existing Adventist HealthCare Resources and Expertise:** Does Adventist HealthCare have expertise in this area? Are there existing resources that could be utilized to address this area of need?
- **Existing and Potential Partnerships:** Does Adventist HealthCare have relevant existing partnerships that can be leveraged or potential partnerships that can be developed?
- **Potential for Measurable and Achievable Outcomes:** Will it be possible to make an impact in this area? Are there relevant metrics that can be monitored and measured?

Based on these factors, CBSC members were asked to recommend which of the following would be an appropriate role for Adventist HealthCare to take in addressing the area of need:

- **Leader Role:** Adventist HealthCare is well positioned to take a leadership role in addressing this area.
- **Collaborator Role:** Adventist HealthCare will partner with other leading organizations to actively address this area.
- **Supporter Role:** While Adventist HealthCare recognizes the importance of this area of need on the wellbeing of our community, it is currently outside the scope of our strengths and resources to address directly. Adventist HealthCare will support the work of other organizations doing work in this area.

## Prioritized Needs

For the 2020 - 2022 CHNA cycle, Adventist HealthCare has prioritized addressing unmet needs of uninsured and underserved populations in the following areas:

ACCESS TO CARE	SOCIAL DETERMINANTS OF HEALTH
Behavioral Health Chronic Disease Maternal and Child Health Disability and Rehabilitation Services	Food Access Housing and Homelessness Education Transportation

Since the completion of our CHNA, COVID-19 has emerged as a significant health need in the community. While COVID-19 continues to be prevalent, Adventist HealthCare will work to meet the clinical needs of our community as well as address the intersectionality of COVID-19 with our prioritized areas of need.

## Needs that will not be Addressed

Adventist HealthCare will not directly address **cancer**, **asthma**, and **infectious diseases** (i.e. HIV/AIDS and influenza) as priority areas for this CHNA cycle. Due to the wide range of health issues identified and limited resources, Adventist HealthCare elected to focus on the areas of need identified as higher priority during the CHNA prioritization process.

# Implementation Strategy Initiatives

## Community Health Needs Assessment Findings by Priority Area

A more comprehensive review of findings can be seen in our CHNA reports: <https://www.adventisthealthcare.com/about/community/health-needs-assessment/>

CHNA PRIORITY AREA	CHNA KEY FINDINGS	ANTICIPATED IMPACT
<p><b>Chronic Disease</b>  <i>Goal:</i> Reduce the disease burden of chronic conditions such as diabetes mellitus and heart disease.</p>	<ul style="list-style-type: none"> <li>7% of adults in Montgomery County and 12% of adults in Prince George's County have diabetes.</li> <li>ER rates for diabetes increased in both Montgomery and Prince George's County with PGC having almost 2X the rate of MC.</li> <li>African Americans have the highest diabetes mortality and hospitalization rates in both Montgomery and Prince George's County.</li> <li>In Montgomery County, individuals 65+ have the highest rate of diabetes ER visits.</li> </ul>	<ul style="list-style-type: none"> <li>Increased access to evidence-based education for diabetes prevention and self-management, as well as chronic disease self-management</li> <li>Decreased incidence of uncontrolled diabetes</li> </ul>
<p><b>Behavioral Health</b>  <i>Goal:</i> Increase awareness of mental health needs and resources and access to appropriate mental health services and support resources.</p>	<ul style="list-style-type: none"> <li>Mental health related ER visits have increased in both Montgomery and Prince George's County.</li> <li>African Americans, females, and individuals age 18-34 have the highest mental health ER visit rates in Montgomery County.</li> <li>Whites are more likely to die from suicide in Montgomery and Prince George's County compared to African Americans.</li> <li>A growing need for behavioral health services for youth was an emerging need identified through survey data and key informant interviews.</li> </ul>	<ul style="list-style-type: none"> <li>Increased capacity and infrastructure to meet the mental health needs of the community</li> <li>Increased awareness of services and how to access them</li> <li>Decreased stigma in discussing mental health and seeking care</li> </ul>
<p><b>Disability &amp; Rehabilitation Services</b>  <i>Goal:</i> Improve the health, wellness and quality of life for individuals recovering from injury or living with a disability.</p>	<ul style="list-style-type: none"> <li>In Maryland, the highest TBI related emergency room visits occurred in individuals age 15 – 24.</li> <li>At AHC Rehab, NH-White males were the majority of patients treated for TBI.</li> <li>In Prince George's County, the stroke mortality rate was highest among Black males and has increased over time from 2013 to 2017.</li> </ul>	<ul style="list-style-type: none"> <li>Increased concussion awareness and identification, as well as improved management among high school athletes</li> <li>Increased access to supportive resources and services for families and individuals recovering from an injury or living with a disability or injury</li> </ul>

<p><b>Maternal &amp; Child Health</b>  <i>Goal:</i> Improve the health and well-being of women, infants, children, and families.</p>	<ul style="list-style-type: none"> <li>• The infant mortality rate in Prince George’s County is almost 2X that of Montgomery County.</li> <li>• Hispanic women have the highest rate of teen pregnancies and are the least likely to receive early prenatal care in both Montgomery and Prince George’s County.</li> <li>• In both Montgomery and Prince George’s County, infant mortality disproportionately affects African American mothers.</li> </ul>	<ul style="list-style-type: none"> <li>• Increased access to affordable pre-natal care for low-income and uninsured/ underinsured women</li> <li>• Increased access to pre- and post-natal education and support for women, children and families</li> </ul>
<p><b>Social Determinants of Health</b>  <i>Goal:</i> Address social factors known to have a significant impact on physical and mental wellness.</p>	<ul style="list-style-type: none"> <li>• 6.1% of Montgomery County residents and 13.3% of Prince George’s County residents are food insecure.</li> <li>• The child food insecurity rate is 13.5% in Prince George’s County compared to 12.3% in Montgomery County</li> <li>• From 2015 to 2018, the number of homeless people in Montgomery County decreased from 1,100 to 840 and in Prince George’s County decreased from 627 to 478.</li> </ul>	<ul style="list-style-type: none"> <li>• Increased access to free and affordable healthy food options for food insecure individuals and households</li> <li>• Increased access to safe, stable and affordable housing</li> <li>• Increased opportunities for mentorship and internship opportunities for students</li> <li>• Increased access to affordable physical and mental health care for low-income and uninsured/ underinsured individuals</li> </ul>

# Implementation Strategy Initiatives

**Priority Area:** Chronic Disease

**Goal:** Reduce the disease burden of chronic conditions such as diabetes mellitus and heart disease

INITIATIVE	DESCRIPTION	SYSTEM ROLE	ADDITIONAL PRIORITY AREA(S) ADDRESSED	EVALUATION METRICS	POTENTIAL PARTNERS
Chronic Disease Self-Management Program (CDSMP)	The CDSMP is designed to help people gain self-confidence in their ability to manage their health and maintain active and fulfilling lives. Small group, highly interactive workshops are six weeks long, meeting once a week for 2.5 hours.	Leader	Behavioral Health	<ul style="list-style-type: none"> <li>• # of individuals enrolled in CDSMP classes</li> <li>• # of CDSMP completers</li> <li>• # of completed workshops</li> <li>• Changes in self-reported health behaviors, knowledge and self-efficacy</li> </ul>	<ul style="list-style-type: none"> <li>• Manna Food Center</li> <li>• Adventist HealthCare Faith Community Health Network</li> <li>• Montgomery County Office of Aging</li> </ul>
Nexus Montgomery Regional Partnership: Catalyst Diabetes Project	<p>The Catalyst Diabetes Project will expand delivery capacity for the Diabetes Prevention Program (DPP) and Diabetes Self-Management Training (DSMT) and increase demand and participant retention for these programs.</p> <p>Centralized supports will be developed for participant recruitment, case management, and administrative and data services.</p>	Leader / Collaborator	Food Access, Transportation	<ul style="list-style-type: none"> <li>• DPP and DSMT capacity</li> <li>• Percent of prediabetic residents referred to DPP</li> <li>• % of prediabetic residents that began and completed DPP</li> <li>• % of DPP participants that achieved 5% or 9% weight loss</li> <li>• % reduction in the diabetic rate compared to expected rate</li> <li>• % of diabetic Medicare recipients referred to DSMT</li> <li>• % of diabetic Medicare recipients that completed DSMT</li> <li>• Reduction in avoidable diabetes related hospital admissions</li> </ul>	<ul style="list-style-type: none"> <li>• Holy Cross Health, Suburban Hospital, and Medstar Montgomery</li> <li>• Primary Care Coalition</li> <li>• Potomac Physicians Associates</li> <li>• Privia Health</li> <li>• Maryland Collaborative Care</li> <li>• Kaiser Permanente</li> <li>• YMCA</li> <li>• Bethesda Nutrition</li> <li>• Health Care Dynamics Inc.</li> <li>• Giant Food</li> <li>• Montgomery County DHHS</li> <li>• Solera Health</li> <li>• MNCPPC</li> <li>• AARP</li> <li>• American Diabetes Association</li> </ul>

Diabetes Management Program	The Diabetes Management Program is a 12-week program that includes weekly group and self-paced education sessions. Participants receive regular one-on-one health coaching as well as web-based daily glucose monitoring.	Leader / Collaborator	N/A	<ul style="list-style-type: none"> <li>• # of participants enrolled</li> <li>• # of participants that completed the program</li> <li>• Changes in participants' weight, BMI and A1C</li> </ul>	<ul style="list-style-type: none"> <li>• Adventist HealthCare Life Work Strategies</li> <li>• One Health Quality Alliance Clinically Integrated Network</li> </ul>
Food & Nutrition Classes	Free classes discussing the importance of eating healthy and nutritious food, especially pre- and post-cancer treatment. Classes include nutrition education, seasonal cooking demonstrations, and tips for becoming a savvy health shopper.	Leader	Food Access	<ul style="list-style-type: none"> <li>• # of participants</li> <li>• # of classes held</li> </ul>	<ul style="list-style-type: none"> <li>• Aquilino Cancer Center</li> </ul>
Integrative Medicine Programs	Free mindfulness and low impact exercise classes.	Leader	Behavioral Health	<ul style="list-style-type: none"> <li>• # of participants</li> <li>• # of classes held</li> </ul>	<ul style="list-style-type: none"> <li>• Aquilino Cancer Center</li> </ul>
Community Health Screenings & Lectures	Community health screenings and lectures are held regularly at several partner locations. Lectures are on varying health topics such as heart disease, diabetes, and mental health.	Leader	Behavioral Health	<ul style="list-style-type: none"> <li>• # of screenings completed</li> <li>• # of participants (lectures)</li> <li>• Participant satisfaction (lectures)</li> </ul>	<ul style="list-style-type: none"> <li>• Community Centers</li> <li>• Senior Centers</li> <li>• Senior Living Facilities</li> </ul>
Faith Community Health Network	The Faith Community Health Network serves faith communities by providing guidance, technical assistance, and materials, empowering them to become places of health and healing; and training RNs to become Faith Community Nurses.	Leader	N/A	<ul style="list-style-type: none"> <li>• # of congregations in the network</li> <li>• % participation in network meetings</li> <li>• # of nurses trained</li> </ul>	<ul style="list-style-type: none"> <li>• AHC Faith Community Health Network</li> </ul>

**Priority Area:** Behavioral Health

**Goal:** Increase awareness of mental health needs and resources, and access to appropriate mental health services and support resources

INITIATIVE	DESCRIPTION	SYSTEM ROLE	ADDITIONAL PRIORITY AREA(S) ADDRESSED	EVALUATION METRICS	POTENTIAL PARTNERS
Behavioral Health Support Groups and Workshops	The Outpatient Wellness Clinic (OWC) offers free support groups and workshops. Examples of the classes and support groups offered include: Overcoming the Winter Blues, Tools for Effective Communication: How to Stop Avoiding Issues and Become a Stronger Communicator, Grief & Loss Support Group, and Becoming Resilient Person.	Leader	N/A	<ul style="list-style-type: none"> <li>• # of workshops and support groups held</li> <li>• # of participants</li> <li>• % of participants who had an increase in knowledge &amp; self-efficacy</li> </ul>	N/A
Behavioral Health Education	In partnership with EveryMind and the other Montgomery County hospitals, a mental health topic is selected annually based on need. Throughout the year, interactive health education events are developed to address the selected topic. The content and format of each event is tailored to meet the needs of various target populations (e.g. older adults, youth, working adults, health professional, etc.).	Collaborator	N/A	<ul style="list-style-type: none"> <li>• # of activities held</li> <li>• # of participants</li> <li>• Satisfaction rate</li> <li>• Self-efficacy</li> </ul>	<ul style="list-style-type: none"> <li>• EveryMind</li> <li>• Holy Cross Health</li> <li>• Suburban</li> <li>• Medstar Montgomery</li> <li>• Montgomery County HHS</li> <li>• Montgomery County Public Schools</li> </ul>

Behavioral Health Internships	As part of their psychiatry residency program, fellows from Georgetown University Hospital specializing in child and adolescent psychiatry complete a rotation at Adventist HealthCare Shady Grove Medical Center - Behavioral Health. Fellows are with us for 9 months and can work closely with our doctors in multiple settings. Fellows work full days with the attending physicians four days a week. Additionally, AHC offers internship opportunities to Nursing and Social Work Students on Behavioral Health units	Collaborator	N/A	<ul style="list-style-type: none"> <li>• # of students</li> </ul>	<ul style="list-style-type: none"> <li>• Medstar Georgetown University Hospital</li> <li>• Local colleges and universities</li> </ul>
Annual Youth Behavioral Health Symposium	The Youth Behavioral Health Symposium occurs annually in the Fall. Health professionals and community members hear from experts in the field and can earn continuing education credits.	Leader/ Collaborator	N/A	<ul style="list-style-type: none"> <li>• # of symposium attendees</li> <li>• Participant satisfaction and knowledge change</li> </ul>	<ul style="list-style-type: none"> <li>• Medstar Georgetown University Hospital</li> </ul>

<p>Mental Health First Aid</p>	<p>Mental Health First Aid is a course that teaches participants how to identify, understand and respond to signs of mental illnesses and substance use disorders. Participants are taught skills needed to reach out and provide initial help and support to someone who may be developing a mental health or substance use problem or experiencing a crisis.</p>	<p>Leader</p>	<p>N/A</p>	<ul style="list-style-type: none"> <li>• # of trainings held</li> <li>• # of individuals trained</li> <li>• Participant satisfaction</li> </ul>	<ul style="list-style-type: none"> <li>• Adventist HealthCare Faith Community Health Network</li> <li>• Hearts and Homes for Youth</li> </ul>
<p>Nexus Montgomery Regional Partnership: Catalyst Crisis Now Initiative</p>	<p>The Crisis Now Initiative will work to replicate components of the Crisis Now Model in Montgomery County. This model includes the following two priority areas and activities:</p> <ul style="list-style-type: none"> <li>• Develop a Community Crisis System Collaborative (CCSC)</li> <li>• Create of a “no wrong door” 24/7 Stabilization Center</li> </ul> <p>Increase mobile crisis outreach team (MCOT) capacity and enhance MCOT fidelity to the Crisis Now model</p>	<p>Leader / Collaborator</p>	<p>N/A</p>	<ul style="list-style-type: none"> <li>• Crisis Now model fidelity</li> <li>• ER utilization with primary BH diagnosis</li> <li>• ER boarding times</li> <li>• ER repeat utilization</li> <li>• Inpatient Utilization</li> <li>• Patient reported outcomes / patient experience</li> <li>• First responder satisfaction</li> <li>• Utilization of restoration center</li> <li>• Escalation to higher level of care</li> <li>• Appropriate follow up after crisis episode</li> <li>• Diversion of high utilizers</li> <li>• Timely receipt of MCOT services</li> <li>• Utilization of peer navigators</li> </ul>	<ul style="list-style-type: none"> <li>• Holy Cross Health, Suburban Hospital, and Medstar Montgomery</li> <li>• Primary Care Coalition</li> <li>• Montgomery County DHHS</li> <li>• Montgomery County Police Department</li> <li>• Montgomery County Fire and Rescue</li> <li>• EveryMind</li> </ul>

<p>Forensic Medical Unit (FMU) at Shady Grove Medical Center</p>	<p>The FMU is the only unit of its kind in Montgomery County, MD. The unit provides confidential care to victims of child abuse/neglect, sexual assault, human trafficking, domestic violence, non-fatal strangulation, and elder/vulnerable adult abuse and neglect. The unit's staff of specially trained forensic nurse practitioners and forensic nurse examiners work 24 hours a day, 365 days a year to provide medical services, forensic examinations, and safety planning for victims of violence. These services include specialized medical screening and treatment, evidence collection, STI and HIV counseling, screening and prevention, emergency contraception, admission planning, phone and bedside consultations, follow-up examinations, and safety disposition planning.</p>	<p>Leader</p>	<p>N/A</p>	<ul style="list-style-type: none"> <li>• # of encounters</li> <li>• # of individuals placed on HIV prophylaxis</li> <li>• # of times able to recover usable DNA samples for investigation and prosecution</li> <li>• Staff time per patient</li> </ul>	<ul style="list-style-type: none"> <li>• Emergency Medical Services</li> <li>• Family Justice Center</li> </ul>
--	---	---------------	------------	--	---

**Priority Area:** Disability and Rehabilitation Services

**Goal:** Improve the health, wellness and quality of life for individuals recovering from injury or living with a disability

INITIATIVE	DESCRIPTION	SYSTEM ROLE	ADDITIONAL PRIORITY AREA(S) ADDRESSED	EVALUATION METRICS	POTENTIAL PARTNERS
Disability/Rehab Support Groups	Adventist HealthCare Rehabilitation Hospital hosts various community support groups and classes which include: <ul style="list-style-type: none"> <li>• Brain Injury Support Group (available in both English &amp; Spanish)</li> <li>• Amputee Support Group</li> <li>• Stroke Support Group</li> </ul>	Leader / Collaborator	Behavioral Health	<ul style="list-style-type: none"> <li>• # of support groups held</li> <li>• # of participants</li> </ul>	<ul style="list-style-type: none"> <li>• Brain Injury Association of Maryland</li> <li>• Montgomery County Stroke Association</li> </ul>
Athletic Trainer Program/Student Athlete Concussion Program	Athletic trainers are placed in 13 Montgomery County high schools to raise awareness, provide education, prevent and manage injuries and concussion, and manage return to play.	Collaborator	N/A	<ul style="list-style-type: none"> <li>• # of students who received ImPact baseline concussion testing</li> <li>• # of concussions diagnosed and treated</li> <li>• # of injuries managed</li> </ul>	<ul style="list-style-type: none"> <li>• Montgomery County Public Schools</li> </ul>
Adaptive Health and Fitness Class	Free adaptive fitness class will be offered in 6-week sessions. Classes will be taught by certified personal trainers and focus on fun, effective and safe adaptive aerobic exercises for children and adults with limited to no mobility.	Collaborator & Supporter	N/A	<ul style="list-style-type: none"> <li>• Number of 6-week sessions</li> <li>• # of participants</li> <li>• Participant engagement and satisfaction</li> </ul>	<ul style="list-style-type: none"> <li>• Disability Partnerships</li> <li>• Cruse Control Fitness</li> </ul>

**Priority Area:** Maternal and Child Health

**Goal:** Improve the health and well-being of women, infants, children, and families

INITIATIVE	DESCRIPTION	SYSTEM ROLE	ADDITIONAL PRIORITY AREA(S) ADDRESSED	EVALUATION METRICS	POTENTIAL PARTNERS
Parent and Family Education Support Groups	Adventist HealthCare offers a series of free support groups to provide leader and peer support and education. Support groups include: <ul style="list-style-type: none"> <li>• Breastfeeding Education Support &amp; Togetherness (B.E.S.T.)</li> <li>• Discovering Motherhood</li> <li>• Navigating Fatherhood</li> <li>• Programa de Maternidad y Familia (in Spanish)</li> <li>• Perinatal Loss Support Group</li> </ul>	Leader	Behavioral Health	<ul style="list-style-type: none"> <li>• # of support groups held</li> <li>• # of participants</li> <li>• # of people who completed program</li> <li>• Participant satisfaction</li> <li>• % of babies breastfeeding at 3, 6, and 12 months</li> </ul>	<ul style="list-style-type: none"> <li>• One Health Quality Alliance Clinically Integrated Network</li> <li>• Manna Food Center</li> <li>• Mary’s Center</li> </ul>
Warm Line	The Warm Line provides free telephone assistance for breastfeeding questions and concerns, as well as evidence-based information for breastfeeding mothers and families. The Warm Line is staffed by an IBCLC (International Board-Certified Lactation Consultant) and is available 7 days a week/365 day a year.	Leader	Behavioral Health	<ul style="list-style-type: none"> <li>• # of individuals served</li> <li>• # of encounters</li> </ul>	N/A

<p>Maternity Partnership/Prenatal Care Program</p>	<p>Adventist HealthCare participates in the Montgomery County Maternity Partnership / Prenatal Care Program. Through this program pregnant women who are low-income and uninsured are able to receive all of their pre- and post-natal care at a low fixed cost.</p>	<p>Collaborator</p>	<p>N/A</p>	<ul style="list-style-type: none"> <li>• # of women served</li> <li>• # of teenage deliveries</li> <li>• Pregnancy loss and infant mortality rates</li> <li>• Trimester that pre-natal care was initiated</li> <li>• % of babies born with a low birth weight</li> </ul>	<ul style="list-style-type: none"> <li>• Montgomery County HHS</li> <li>• Mary's Center</li> </ul>
--	--	---------------------	------------	--	--

**Priority Area:** Social Determinants of Health (SDOH)

**Goal:** Address social factors known to have a significant impact on physical and mental wellness

INITIATIVE	DESCRIPTION	SYSTEM ROLE	ADDITIONAL PRIORITY AREA (IF APPLICABLE)	EVALUATION METRICS	POTENTIAL PARTNERS
Hungry Harvest Rx	The Hungry Harvest Rx program provides produce prescriptions to patients who are at or below 250% of the federal poverty level and need food assistance. Program participants receive free fresh produce deliveries from Hungry Harvest every 2 weeks for 2 months.	Leader	Food Access	<ul style="list-style-type: none"> <li>• Pounds of food delivered</li> <li>• # of people enrolled in program</li> </ul>	<ul style="list-style-type: none"> <li>• Hungry Harvest</li> </ul>
Education & Workforce Development	Adventist HealthCare offers various career development opportunities that provide secondary, post-secondary, and technical students unique health and medical learning opportunities. Programs include: <ul style="list-style-type: none"> <li>• Medical Careers Program</li> <li>• Stepping Stones</li> <li>• Clinical Shadowing</li> <li>• Internships/Fellowships</li> </ul>	Leader & Collaborator	Education	<ul style="list-style-type: none"> <li>• # of student participants</li> <li>• # of encounters</li> <li>• Staff mentoring time</li> </ul>	<ul style="list-style-type: none"> <li>• Montgomery County Public Schools</li> <li>• Montgomery County Fire &amp; Rescue</li> <li>• Local colleges and universities</li> </ul>

**Priority Area:** All

**Goal:** To partner with and provide support to organizations addressing community health needs identified and prioritized through our CHNA process

INITIATIVE	DESCRIPTION	SYSTEM ROLE	EVALUATION METRICS	POTENTIAL PARTNERS
Adventist HealthCare Community Partnership Fund	<p>The Adventist HealthCare Community Partnership Fund (CPF) provides funding for organizations whose activities support our mission to improve the health and wellbeing of our community, especially for those who have poor access to care and poor health outcomes.</p> <p>To qualify for grant or sponsorship funding, proposed activities must address a CHNA priority area and target populations that are socially and economically underserved.</p>	Leader/ Collaborator/ Supporter	<ul style="list-style-type: none"> <li>• Dollars donated that count as community benefit</li> <li>• Distribution of dollars donated by priority area</li> </ul>	<ul style="list-style-type: none"> <li>• Mary’s Center</li> <li>• Mobile Medical Care</li> <li>• Mercy Clinic</li> <li>• Kaseman Clinic</li> <li>• Community Clinic Inc.</li> <li>• CASA de Maryland</li> <li>• CHEER</li> <li>• Manna Food Center</li> <li>• Crossroads Community Food Network</li> <li>• Thriving Germantown</li> <li>• MCAEL</li> <li>• Montgomery Hospice</li> <li>• Identity</li> <li>• CentrePoint Counseling</li> <li>• Additional eligible not for profit organizations addressing health needs in Adventist HealthCare’s service area</li> </ul>

*Throughout the 2020 – 2022 Implementation Strategy cycle, Adventist HealthCare will continue to monitor the evolving needs of our community, emerging resources made available through other organizations, and changing circumstances (such as COVID-19). While committed to providing the necessary people and financial resources to successfully implement the initiatives outlined above, Adventist HealthCare reserves the right to amend this implementation strategy as circumstances warrant in order to best serve our community and allocate limited resources most effectively.*