



LOMA LINDA  
UNIVERSITY  
HEALTH

# COMMUNITY HEALTH IMPLEMENTATION STRATEGY

FISCAL YEARS

**2026-2028**

Loma Linda University Medical Center

Loma Linda University Children's Hospital

Loma Linda University Medical Center – Murrieta



# Letter From Leadership

## To Our Valued San Bernardino and Riverside Community Members,

Loma Linda University Health's (LLUH) 120-year history is deeply rooted in serving the Inland Empire. From health lectures with the San Bernardino school district in 1907, to medical home visits with Serrano Tribal members in the 1910s, to evening clinics for migrant farm workers in the 1960s that grew into the Social Action Corps (now SAC Health System), service to our community has always been part of our DNA. This commitment reflects our mission "to continue the teaching and healing ministry of Jesus Christ." We are guided by the words of Paul in Philippians 2:3-4: "Do nothing out of selfish ambition. Rather, in humility, value others above yourself, not looking to your own interests but to the interests of others." In that spirit, we pledge that every community investment is made with humility, compassion, and in partnership, working together to co-create an Inland Empire where everyone can live a healthier life.

This co-creation process is formalized every three years through our Community Health Needs Assessment (CHNA) and the resulting Community Health Implementation Strategy (CHIS). We are grateful to the more than 1,300 community members across the Inland Empire who generously shared their time, perspectives, and lived experiences to help shape this plan. The FY 2026-2028 CHIS is built on your input, aligned with regional priorities, and informed by LLUH's capacity to create meaningful impact. Our four strategic priorities for the next three years are: Meaningful Work and Wealth, Lifelong Learning, Basic Needs for Health and Safety, and a Thriving Natural World.

These priorities reflect your call for expanded educational and workforce opportunities, equitable healthcare access, prevention and early support for underserved children and families, and sustainability measures that build climate resilience. This plan, adopted by our Board of Directors on September 9<sup>th</sup>, 2025 will be guided by the LLUH Institute for Community Partnerships, with a commitment to remain responsive to emerging needs over the next three years.

At LLUH, our mission extends beyond the nearly 2 million patients who seek our care each year—it embraces the nearly 5 million residents who call the Inland Empire home. Whole person care happens both inside and outside our hospital walls, and we are committed to walking alongside you—our partners, neighbors, and friends—to make the Inland Empire a healthier place to live for all.



Richard Hart, MD, DrPH  
President  
Loma Linda University Health

Anthony Hilliard, MD, FACC  
Chief Executive Officer  
Loma Linda University Health Hospitals



Juan Carlos Belliard, PHD, MPH  
Assistant Vice President  
LLUH Institute for Community Partnerships



# Executive Summary

Developed in response to the [2025 Community Health Needs Assessment](#), the Community Health Implementation Strategy reflects Loma Linda University Health's plan to address the Inland Empire's most pressing unmet health needs. The assessment gathered input from more than 1,300 unique community voices, with over 30 community-based organizations partnering to reach medically underserved, low-income, and marginalized populations through surveys, community conversations, and key informant interviews.

Guided by the **Vital Conditions for Health and Well-Being framework**, this plan focuses on “multi-solvers”—programs and investments that create positive impact across multiple areas of well-being. By aligning community priorities with LLUH’s mission, regional strategies, and organizational strengths, the CHIS directs resources toward initiatives that tackle interconnected challenges and produce lasting improvements in both health and quality of life.



The FY 2026-2028 CHIS focuses on four strategic investment areas:

- **Improving economic mobility through educational and workforce opportunities** — Expanding access to learning, mentorship, and career pathways in healthcare and beyond.
- **Expanding equitable access to care and strengthening systems that connect patients to health, behavioral health, and supportive resources** — Increasing service capacity, improving care coordination, and reducing financial barriers.
- **Promoting prevention and early support to improve lifelong health for underserved children and families** — Advancing food security, early childhood development, and family health education.
- **Advancing sustainability to improve health, reduce environmental impact, and strengthen climate resilience** — Integrating sustainable practices and fostering environmental stewardship within our system and community.

On behalf of our six hospitals, operating under three separate licenses, LLUH will advance these goals through direct programming, regional partnerships, and targeted investments in nonprofit organizations serving San Bernardino and Riverside Counties. The CHIS will be advanced by the Institute for Community Partnerships to ensure strong coordination, alignment with LLUH’s mission, and accountability for delivering measurable impact in collaboration with community and regional partners.



# Goal 1

## Improve economic mobility through educational and workforce opportunities.

*Anticipated impact: These initiatives will expand pathways to higher-skilled, better-paying careers—particularly in health professions—helping participants advance economically while addressing the region’s critical healthcare workforce shortage.*

### STRATEGY

Introduce middle and high school students to careers in health

Vital Conditions	Initiatives
	65 high school students participate in the summer Discovery health pathway program annually to prepare for college and explore various health professions.
	Host 3 My Campus sessions to expose Inland Empire middle and high school students to health professions; reach 180 students annually.
	Engage at least 25 high school students annually in Robotic Surgery Simulation events inspiring STEM and health careers.
	Develop a campus-wide mentorship program to pair health pathway alumni students with an LLU student mentor from a field of their interest.
<b>Potential Resources &amp; Partners</b>	LLU Community-Academic Partners in Service, LLUH Pathways Programs, Loma Linda University, School Districts, Inland Health Professions Coalition, LLUH Faculty & Staff, SAC Health, BLU Foundation, La Sierra University, Community Benefit Funding

### STRATEGY

Support educational and workforce opportunities for youth and adults from under-resourced communities

Vital Conditions	Initiatives
	Provide 50 scholarships/stipends to at-promise youth in the region annually to support their transition to higher education.
	Provide 20 scholarships annually to underserved students pursuing higher education in health-related fields, supported by a minimum of \$70,000 in community benefit funding each year, with schools providing matching funds to double the impact.
	Facilitate at least 40 academic tutoring and 25 music tutoring sessions for local K-12 students annually through the La Escuelita program.
	Invest in workforce development with community-based partners to increase outreach to marginalized and specialty populations and their access to livable wage-paying jobs.
<b>Potential Resources &amp; Partners</b>	Community Health Investment Awards, Community Benefit Scholarships, Loma Linda University, San Manuel Gateway College, Community-Based Organizations, San Bernardino City Unified School District



BASIC NEEDS FOR  
HEALTH + SAFETY



LIFELONG  
LEARNING



MEANINGFUL  
WORK + WEALTH



HUMANE  
HOUSING



RELIABLE  
TRANSPORTATION



THRIVING  
NATURAL WORLD





BELONGING +  
CIVIC MUSCLE






# Goal 2



## Expand equitable access to care and strengthen systems that connect patients to health, behavioral health, and resources.

*Anticipated impact: These efforts will reduce delays in care, connect more patients with the right services at the right time, and improve continuity of treatment—leading to better health outcomes and fewer preventable hospital visits*

STRATEGY	
Expand access to pediatric and emergency behavioral health care through new clinic sites and specialized treatment units	
Vital Conditions	Initiatives
	Complete construction and begin operations of new LLU Children's Hospital outpatient specialty clinics by the end of 2026, increasing access to pediatric subspecialty care for Inland Empire families.
	Open new pediatric urgent and primary care clinics in underserved areas.
	Open two EmpATH (Emergency Psychiatric Assessment, Treatment, and Healing) units—one pediatric and one adult—by 2026 to improve access to behavioral health services and reduce pressure on emergency departments.
Potential Resources & Partners	CA Prop 4 funding, philanthropic support, California Mental Health Services Oversight and Accountability Commission, LLUH behavioral health team

STRATEGY	
Identify and address social determinants of health through routine screenings and targeted referrals	
Vital Conditions	Initiatives
	Leverage SDOH screening data to identify patient needs, strengthen referral pathways, and implement targeted interventions that support improved health outcomes.
	Expand Help Me Grow Inland Empire to link more children with prevention and early intervention services; increase developmental screenings by 10% (baseline: 7,000/year) and family support engagements by 10% (baseline: 2,400/year).
Potential Resources & Partners	Internal data, Help Me Grow Inland Empire Program, First 5, Inland Empire Health Plan

STRATEGY	
Advance Community Health Worker integration in hospital systems and school districts	
Vital Conditions	Initiatives
	The Community Health Worker (CHW) team serves 550 participants annually, providing 1,900 encounters to address health-related social needs and support care coordination.
	Integrate CHW workflows into Compass Rose to enable outpatient referrals by December 2026.
	Complete CHW buildout in EPIC to enable inpatient referrals and submit documentation for service reimbursement.
	Establish a referral pathway from the Emergency Department to CHWs for patients with identified social needs.
	Community Health and Education Workers (CHEWs) conduct 3,000 home visits to address the social determinants of health and education for students and families.
Potential Resources & Partners	Hospital-based CHWs, LLUH Hospital-based violence intervention program, CalAIM Enhanced Care Management, LLUH Social Work, San Bernardino City Unified School District, Chaffey Joint Unified School District

STRATEGY	
Reduce financial barriers by strengthening access to charity care and supporting public coverage for underserved populations	
Vital Conditions	Initiatives
	Improve charity care access for eligible patients by streamlining application processes and enhancing patient and staff awareness of financial assistance.
	Engage in advocacy to ensure Medi-Cal remains a stable source of coverage for populations facing the greatest health disparities.
Potential Resources & Partners	LLUH Charity Care Task Force, Dollar For, LLUH Government Relations, American Hospital Association, Children's Hospital Association, Private Essential Access Community Hospitals (PEACH), California Children's Hospital Association (CCHA)



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# Goal 3

## Promote prevention and early support to improve lifelong health for underserved children and families.

*Anticipated impact: Building on LLUH's 120-year history of promoting health and well-being, these initiatives will strengthen the foundations for lifelong health by improving nutrition, supporting healthy child development, and increasing family knowledge and skills that help prevent future health challenges.*

STRATEGY Address food insecurity through community gardens, green spaces, and access to affordable healthy food	
Vital Conditions	Initiatives
	Incorporate natural play areas, an outdoor kitchen, and seating at the Jardín de la Salud designed with garden members and youth to encourage engagement in educational activities for healthy lifestyles.
	Coordinate 20 fresh produce distributions annually to help facilitate healthy food access for Inland Empire families.
	Facilitate 25 workshops annually at the Jardín de la Salud, in collaboration with garden members and partners, engaging at least 325 participants to expand community knowledge on gardening, sustainability, and wellness.
	Identify and implement at least two strategies to improve food security for patients and/or community members.
Potential Resources & Partners	Inland Empire Health Plan, Bienestar, Community-based organizations

STRATEGY Promote early childhood development and maternal-infant health through literacy-based interventions and community partnerships	
Vital Conditions	Initiatives
	Distribute 20,000 books annually through the Reach Out & Read program to encourage healthy growth and early literacy.
	Collaborate with regional partners and coalitions to advance maternal and infant health equity; invest in community-based organizations implementing solutions that improve outcomes for historically underserved populations.
Potential Resources & Partners	Reach Out & Read, First 5, American Academy of Pediatrics, 15 pediatric clinics, Community Health Investment Awards

STRATEGY Promote healthy development and well-being through education, physical activity, and connection to nature	
Vital Conditions	Initiatives
	Engage at least 250 local youth in the Goal 4 Health soccer league, with at least 40% coming from under-resourced neighborhoods.
	Facilitate 25 parent-informed workshops as part of La Escuelita engaging families in topics including physical health, mental health, and life skills.
	Engage at least 200 parents from local school districts in Parent Health Institute (PHI) educational workshops.
	Engage 350 participants annually through garden workshops, day trips and overnight trips via the SHiNE Program to green spaces throughout the region to promote physical and mental wellbeing.
Potential Resources & Partners	LLU Community-Academic Partners in Service, CHEW Program, San Bernardino City Unified School District, California State Parks, Outdoor Outreach



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# Goal 4

## Advance sustainability to improve health, reduce environmental impact, and strengthen climate resilience and adaptation

*Anticipated Impact: These efforts will reduce environmental health risks, lower LLUH's ecological footprint, and enhance resilience to extreme heat, wildfires, utility shutoffs, and other climate-related impacts that threaten community well-being and healthcare operations.*




### STRATEGY

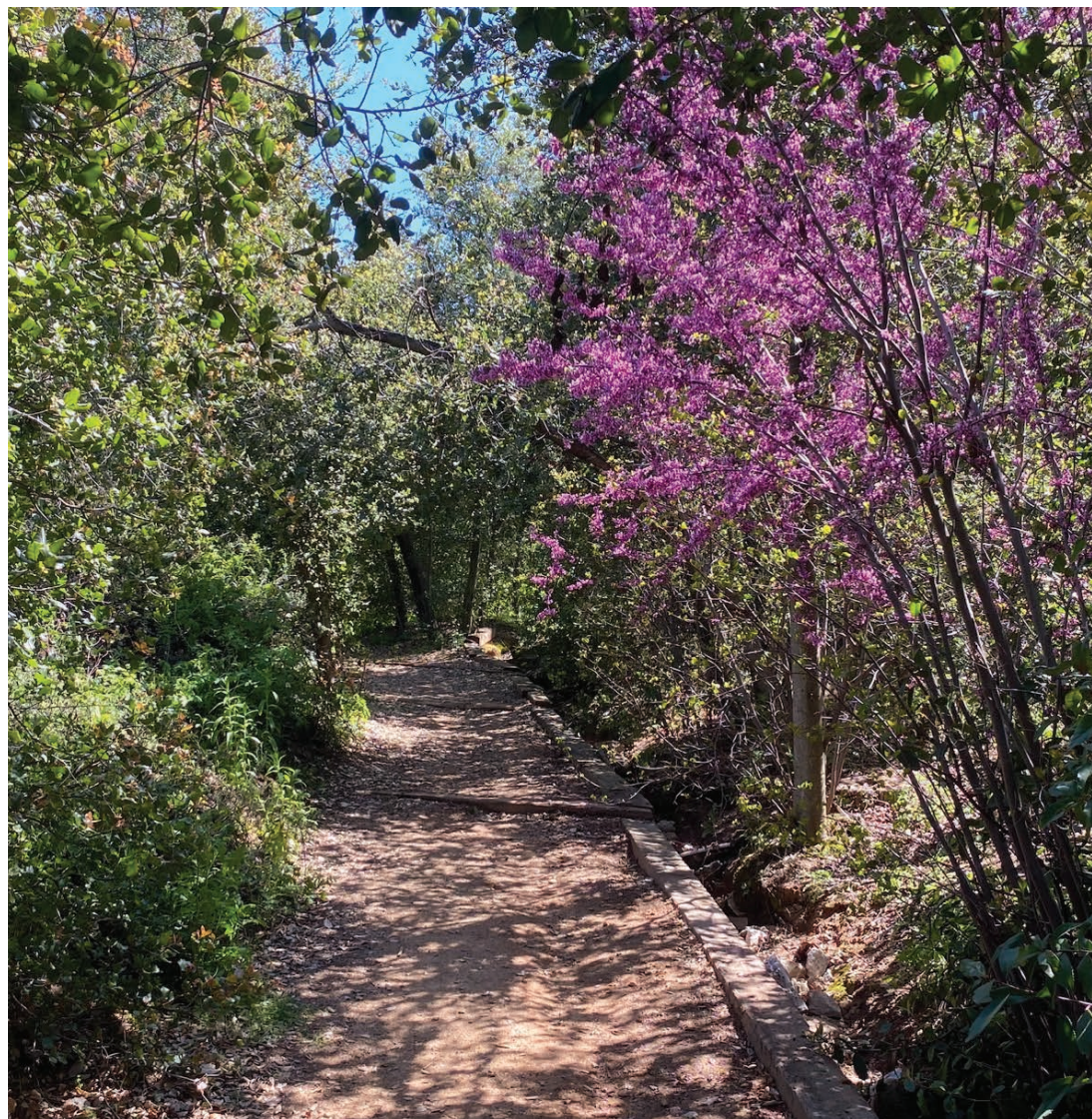
Integrate sustainability into clinical, operational, and purchasing practices

Vital Conditions	Initiatives
	Implement at least one new high-impact sustainability project annually in areas such as waste reduction, energy efficiency, emissions reduction, water conservation, or sustainable purchasing.
	Develop systems to monitor and report on key sustainability data—including energy use, emissions, and waste—by March 2027 to enable better tracking and decision-making.
	Submit annual Practice Greenhealth awards application for benchmarking.
<b>Potential Resources &amp; Partners</b>	LLUH Environmental Sustainability Committee, Practice Greenhealth, community benefit operational support, Geographic Information Systems

### STRATEGY

Foster a culture of sustainability through education, staff participation, and community engagement

Vital Conditions	Initiatives
	Increase organizational readiness to provide essential medical services and protect community health during environmental emergencies.
	Implement at least one staff engagement strategy by June 2027 to increase awareness of sustainability goals and empower action.
	Share at least 10 updates annually through internal and external communications to highlight sustainability goals and progress.
	Facilitate 24 outdoor recreational activities annually, reaching at least 375 youth and family participants through outdoor leadership education, environmental engagement, and access to nature.
<b>Potential Resources &amp; Partners</b>	LLUH Environmental Sustainability Committee, Practice Greenhealth



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# APPENDIX

## LLUH Hospitals



### Loma Linda University Medical Center

Medical Center, East Campus, Surgical Hospital & Behavioral Medicine Center\*

**11324 Anderson St.  
Loma Linda, CA 92354**

**Phone: (909) 558-4000**

Hospital License #: 95-3522679

HCAI ID #: 106361246



### Loma Linda University Children's Hospital

**11324 Anderson St.  
Loma Linda, CA 92354**

**Phone: (909) 558-4000**

Hospital License #: 46-3214504

HCAI ID #: 106364502



### Loma Linda University Medical Center-Murrieta

**28062 Baxter Rd.  
Murrieta, CA 92563**

**Phone: (909) 290-4000**

Hospital License #: 37-1705906

HCAI ID #: 106334589



# Community Needs Addressed

The 2025 Community Health Needs Assessment identified many health and social challenges across the Inland Empire. LLUH prioritized needs based on their magnitude, alignment with our mission and expertise, potential to reduce disparities, community input, and feasibility for measurable impact. The table shows which needs will be:

- **Directly addressed**—Led or co-led by LLUH through initiatives in this CHIS.
- **Indirectly addressed**—Advanced through partnerships, funding, capacity-building, or in-kind support
- **Not addressed**—Outside LLUH’s current scope or resources, but monitored for future alignment.

CHNA NEEDS	DIRECT	INDIRECT	NOT ADDRESSED
<b>Basic Needs for Health &amp; Safety</b>			
Healthcare Workforce	✓	✓	
Access to Healthcare	✓	✓	
Medi-Cal Access	✓	✓	
Maternal & Infant Health	✓	✓	
Communicable Disease Prevention	✓	✓	
Food Security	✓	✓	
Chronic Disease Prevention	✓	✓	
Substance Use Treatment	✓	✓	
Trauma Prevention	✓	✓	

<b>Lifelong Learning</b>			
Early Childhood Education		✓	
School Attendance	✓	✓	
Youth Mental Health	✓	✓	

<b>Meaningful Work &amp; Wealth</b>			
Economic Stability	✓	✓	
Medical Debt Relief	✓	✓	
Wealth-Building Opportunities	✓	✓	

CHNA NEEDS	DIRECT	INDIRECT	NOT ADDRESSED
<b>Humane Housing</b>			
Affordability Housing		✓	
Housing Stability	✓	✓	

<b>Reliable Transportation</b>			
Transportation to Care	✓	✓	
Walkable & Bikeable Neighborhoods			✓*
Public Transportation Access			✓*

*\*Outside scope and expertise; future consideration*

<b>Thriving Natural World</b>			
Cleaner Air	✓	✓	
Climate Resilience	✓	✓	
Protection from Extreme Heat	✓	✓	
Access to Nature	✓	✓	

<b>Belonging &amp; Civic Muscle</b>			
Social Connection	✓	✓	
Civic Engagement	✓	✓	

# THANK YOU TO OUR CHNA PARTNERS

The 2025 Community Health Needs Assessment acts as our “North Star” in addressing the unmet health needs in our region. We are deeply grateful to all community members and key informants who shared their unique experiences and expertise during this process to support the creation of our implementation strategy. We also wish to thank the following partner organizations for their work in ensuring that a wide range of diverse perspectives were included in our findings:





# Institute for Community Partnerships



## Juan Carlos Belliard, PhD, MPH

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Director | Institute for Community Partnerships

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Associate Director | Institute for  
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Fiscal Manager | Community Benefit

#### Katie Jang

Coordinator | Community Benefit

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#### Genesi Ramirez Leon

Community Health Worker | VIP

#### Richard Salazar

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Community Health Worker | Perinatal

#### Candy Rangel

Community Health Worker | Perinatal

#### Janette Bucio

Community Health Worker | ACES

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Community Health Worker | ACES

#### Mykayla Miller

Community Health Worker | SCC

#### Aliett Saldana

Community Health Worker | ID Clinic

#### Duane Fitzpatrick

Community Health Worker | ED

#### Selina Peña

Community Health Worker | ED

#### Georgette Rivera-Leon

Community Health Worker | ED

#### Yanina Chujutalli

Community Health Worker | DTC/DOD

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