



2025-2026 IMPLEMENTATION STRATEGY

Mee Memorial Healthcare System

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IDENTIFYING SIGNIFICANT HEALTH NEEDS

ABOUT MEE MEMORIAL HEALTHCARE SYSTEM

Mee Memorial Healthcare System, based in King City, California, is a not-for-profit, rural healthcare provider serving southern Monterey County. With 328 employees, Mee Memorial provides services primarily to residents of King City and Greenfield, but also serves those in rural communities from Bradley to Soledad. Mee Memorial is accredited by The Joint Commission.

Mee Memorial is the only Critical Access hospital in southern Monterey County, and offers emergency room services for locals and visitors alike within a fifty-mile radius. This remote location has brought many challenges, including the responsibility of caring for the 80,000 people who make southern Monterey County their home. We do not take this responsibility lightly, and we have struggled to ensure that the people of southern Monterey County have access to the same level of life-affirming, technologically relevant care as their counterparts in the big cities. It is our mission to provide quality healthcare services with efficiency. Mee Memorial provides the following services:

- Inpatient
- Outpatient
- Emergency Care
- Surgical Services
- 25 acute care beds, 48 skilled nursing beds

At Mee Memorial, our highest priority is to serve the healthcare needs of our community. This includes offering an extensive array of services with a commitment to the highest possible standards. This strategy allows Mee Memorial to better understand and reach the most vulnerable sectors of the community, while meeting pressing healthcare needs. The goal is to improve the community's health status by empowering citizens to make healthy life choices.

Mee Memorial completed its last Community Health Needs Assessment in 2022.



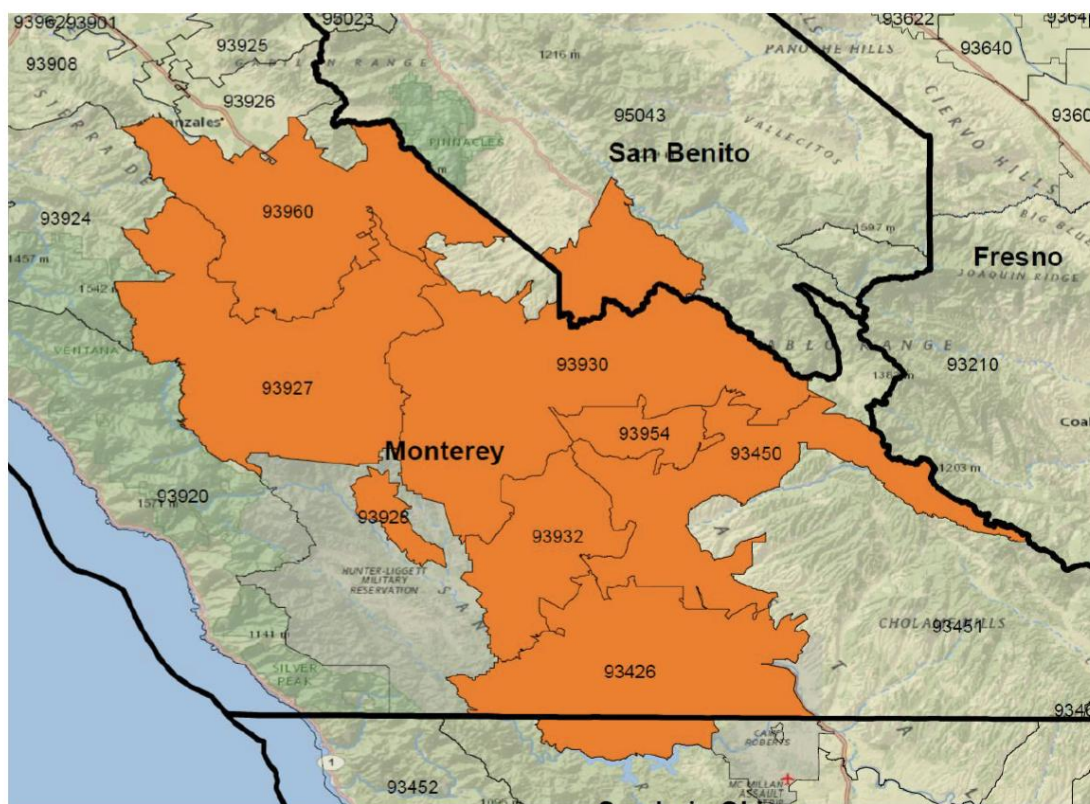
OUR COMMUNITY HEALTH NEEDS ASSESSMENT (CHNA)

Mee Memorial recently embarked on a comprehensive Community Health Needs Assessment (CHNA) process to identify and address the key health issues for our community.

Definition of the Community Served

Mee Memorial's community, as defined for the purposes of the Community Health Needs Assessment and Implementation Strategy, includes each of the residential ZIP Codes that comprise the hospital's Primary Service Area (PSA), including: 93960, 93927, 93930, 93926, 93954, 93932, 93450, and 93426. A geographic description is illustrated in the following map.

This community definition was selected because more than 80% of Mee Memorial's patients originate from this area.



How CHNA Data Were Obtained

The CHNA incorporated data about the community from multiple sources, including both primary and secondary data:

- A population-based survey of a representative sample of community residents (the PRC Community Health Survey)
- An online survey of public health representatives, health providers, and a variety of other community service providers and stakeholders (the PRC Online Key Informant Survey)
- A review of existing vital statistics, public health, census, and other data

The CHNA allowed for extensive comparison to benchmark data at the state and national levels.

The assessment was conducted on behalf of Mee Memorial by PRC, a nationally recognized health care consulting firm with extensive experience conducting Community Health Needs Assessments in hundreds of communities across the United States since 1994.

Identifying & Prioritizing Health Needs

Areas of Opportunity

Significant health needs (or “Areas of Opportunity”) were determined in our CHNA after consideration of various criteria, including standing in comparison with benchmark data; identified trends, the preponderance of significant findings within topic areas; the magnitude of the issue in terms of the number of persons affected; and the potential health impact of a given issue.

Prioritized List of Health Needs

After reviewing the Community Health Needs Assessment findings, internal team members and community stakeholders met to evaluate and prioritize the top health needs for our community. The participants were asked to evaluate each health issue using two criteria: 1) the scope and severity of the health issue, and 2) the hospital’s and community’s ability to impact. Individual ratings for each criterion were averaged for each tested health issue, and then these composite criteria scores were averaged to produce an overall score. This process yielded the following prioritized list of health needs for our community:

1. Mental Health
2. Diabetes
3. Access to Health Care Services
4. Substance Use
5. Nutrition, Physical Activity & Weight
6. Heart Disease & Stroke
7. Injury & Violence
8. Cancer
9. Infant Health & Family Planning





ADDRESSING THE SIGNIFICANT HEALTH NEEDS

HOSPITAL-LEVEL COMMUNITY BENEFIT PLANNING

This summary outlines Mee Memorial's plan (Implementation Strategy) to address our community's health needs by 1) sustaining efforts operating within a targeted health priority area; 2) developing new programs and initiatives to address identified health needs; and/or 3) promoting an understanding of these health needs among other community organizations and within the public itself.

Priority Health Issues to Be Addressed

In consideration of the top health priorities identified through the CHNA process and taking into account hospital resources and overall alignment with the hospital's mission, goals and strategic priorities — it was determined that Mee Memorial would focus on developing and/or supporting strategies and initiatives to improve:

1. Nutrition, Physical Activity & Weight
2. Diabetes
3. Access to Health Care Services



Issues That Will Not Be Addressed & Why

In acknowledging the wide range of priority health issues that emerged from the CHNA process, Mee Memorial determined that it could only effectively focus on those which it deemed most pressing, most under-addressed, and/or most within its ability to influence.

Health Priorities Not Chosen for Action	Reasons
Heart Disease & Stroke	Mee Memorial Healthcare System recognizes the importance of heart disease as a community health need and collaborates with partner organizations that are best equipped to provide specialized cardiac care. We support this work through patient education, prevention resources, and referrals to ensure individuals receive comprehensive heart health support.
Substance Use	Mee Memorial Healthcare System has limited resources and capacity to address alcohol, tobacco, and other substance-use issues. We collaborate with organizations such as Sun Street Centers, which have the specialized programs and infrastructure needed to effectively support this priority
Housing	Mee Memorial Healthcare System acknowledges housing as an important community factor; however, this area is more appropriately led by the county and organizations such as CHISPA and CCA given their expertise and resources.
Infant Health & Family Planning	This need is being actively addressed through the newly opened Mee Memorial Children's Health and Wellness Center, which provides comprehensive services for infants and families.
Injury & Violence	This priority area is best addressed through the county health department and other community organizations with dedicated programs and expertise. Mee Memorial supports community awareness and prevention efforts but does not lead primary initiatives in this space
Cancer	. Mee Memorial anticipates that improved access to health services will contribute to earlier cancer detection. Ongoing enhancements to mammography, fluoroscopy, and other diagnostic services further support this community need.



Respiratory Disease	While Respiratory Therapy services are available at Mee Memorial, broader community-wide respiratory health initiatives are more appropriately led by the county health department and partner organizations.
Mental Health	Mee Memorial supports mental health needs by providing referrals to external partners such as Mood Health and by sharing educational resources on our wellness webpage and social media. Other specialized organizations have the infrastructure and programs necessary to provide the more comprehensive services the community requires



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Action Plans

The following displays outline Mee Memorial's plans to address those priority health issues chosen for action in the FY2025-FY2026 period.

Priority Area #1: Nutrition, Physical Activity & Weight	
Community Health Need	Reduce the prevalence of obesity
Goal(s)	<ul style="list-style-type: none">• Reduce the prevalence of overweight and obesity among adults and children in Southern Monterey County.• Increase access to nutrition education and opportunities for physical activity.• Leverage community partnerships and CHW programs to improve health behaviors and preventive wellness.
Target Population(s)	Southern Monterey County residents
Partnering Organization(s)	Mee Memorial Healthcare System Wellness Program, Monterey County Health Department, Local Schools, Community Partners.
Action Plan	<ul style="list-style-type: none">• Launch Healthy South County campaign focused on healthy eating, movement, and weight management.• Expand walking map program to Soledad with digital and printed distribution.• Integrate nutrition and weight monitoring into remote patient monitoring for chronic disease patients.• Create social media and website resources on portion control, hydration, and access to local produce.• Collaborate with schools and youth organizations to promote physical activity and healthy eating education.



Priority Area #2: Diabetes

Community Health Need Reduce the prevalence of diabetes

Goal(s)

- Reduce the prevalence of diabetes in Southern Monterey County.

Target Population(s) Southern Monterey County residents

Partnering Organization(s) Mee Memorial Healthcare System Wellness Program, Monterey County Health Department, Local Employers.

Action Plan

- Continue healthy-living booths at community fairs.
- Expand walking map program to Soledad; link maps and wellness tips on the wellness webpage.
- Promote annual Diabetes Month campaigns in local media and at the Salinas Valley Fair.
- Offer group diabetes education sessions and remote patient monitoring for high-risk patients.
- Integrate diabetes prevention messaging with Nutrition and Physical Activity initiatives.



Priority Area #3: Access to Health Care Services

Community Health Need Improve access to primary care services.

Goal(s)

- Recruit and retain long-term primary care providers.
- Regularly evaluate and strengthen key service lines such as pediatrics, ED, and radiology.
- Implement Luma's Health Patient Success Platform to streamline appointment scheduling, mobile intake, automated reminders, and secure messaging to improve patient access and reduce no-shows.

Target Population(s)

Southern Monterey County residents

Partnering Organization(s)

N/A

Action Plan

- Maintain active recruitment for mission-driven providers using county/state incentive programs.
- Continue Phase 2–6 of the ED/Diagnostic Imaging upgrade. Monitor utilization of the new pediatric clinic and adjust staffing and hours to meet demand.
- Launch a health navigator/community health workers program to guide community through insurance enrollment and appointment scheduling.
- Implement Luma's Health Patient Success Platform to streamline appointment scheduling, mobile intake, automated reminders, and secure messaging to improve patient access and reduce no-shows.

Implementation Strategy Adoption

On December 1, 2025, the Board of Mee Memorial Healthcare System approved this Implementation Strategy to undertake the measures outlined to better address the significant health needs of the community.

This Implementation Strategy document is posted on the hospital's website.

