



St. Joseph Health, Mission Hospital

**Fiscal Year 2012 COMMUNITY BENEFIT REPORT
PROGRESS ON FY 12-FY 14 CB PLAN/IMPLEMENTATION STRATEGY**

EXECUTIVE SUMMARY

Our Mission

To extend the healing ministry of Jesus in the tradition of the Sisters of St. Joseph of Orange by continually improving the health and quality of life of people in the communities we serve.

Our Vision

We bring people together to provide compassionate care, promote health improvement and create healthy communities.

Our Values

The four core values of St. Joseph Health -- Service, Excellence, Dignity and Justice -- are the guiding principles for all we do, shaping our interactions with those whom we are privileged to serve.

Who We Are and What We Do

Community Benefit is the cornerstone of who we are as a ministry of the Sisters of St. Joseph of Orange. We serve the dear neighbor and provide much needed services to our most vulnerable communities through our programs such as financial assistance and initiatives that are specifically designed for our low-income residents. We also provide programs for the broader community to improve health and quality of life.

St. Joseph Health, Mission Hospital (referred to as Mission Hospital in document) provides south Orange County communities with access to advanced care a through dozens of locations. Mission Hospital has been serving the greater needs of the community for more than 40 years, improving the quality of life in the communities it serves. Mission Hospital in Mission Viejo, the region's only designated trauma center, offers 24-hour emergency care and specialized services for imaging, heart, stroke, maternity, and women's wellness needs. Mission Hospital Laguna Beach offers 24-hour emergency, intensive and medical-surgical care as well as the South County's only behavioral health services including hospital-based chemical and pain medication dependency treatment. CHOC Children's at Mission Hospital in Mission Viejo is the only dedicated pediatric hospital in South Orange County. Mission is the only hospital to twice earn the Ernest A. Codman Award for Excellence in quality healthcare presented by The Joint Commission for its Traumatic Brain Injury protocol and Rapid Response Nursing Team, and recently earned Magnet® recognition from the American Nurses Credentialing Center. A member of the St. Joseph Health System, Mission Hospital is one of 14 not-for-profit hospitals sponsored by the St. Joseph Health Ministry. For more information, visit mission4health.com.

The hospital has a medical staff of nearly 800 physicians representing 50 specialties and sub-specialties. Currently there are more than 2,600 employees and over 800 volunteers. As the largest medical center in south Orange County, licensed for 552 beds, Mission Hospital is fully

accredited by The Joint Commission. Since 1980, the hospital has housed the region's designated trauma center that served 1066 patients this past fiscal year.

In FY 12, Mission Hospital provided a total of **\$47,147,998** in community benefit investment, excluding Medicare in FY 12). Total dollars of unreimbursed cost of Medicare was \$41,508,655. In FY 12, Mission Hospital provided \$7,918,048 in charity care to 5,561 persons representing 7,357 encounters. This represents a 37% increase in expenses.

Community Plan Priorities

- **Access to Affordable Homes:** Our hope is to increase the number of Affordable Homes, rental and ownership units in South Orange County, focusing on households with very low to moderate income levels. This year, the South Orange County Alliance for Housing our Communities Coalition (SOCAHOC) focused on increasing the diversity of sectors involved in promoting affordable homes and identifying ways to increase local resident support for new affordable developments.
- **Reducing the Prevalence of Childhood Obesity:** Our goal is to reduce the prevalence of childhood obesity in South Orange County, focusing primarily on youth aged 3-11 years of age. Our focus this year was to increase effectiveness of our programming, establish strong relationships within the local elementary schools, and continue our efforts to increase environmental change to create healthy communities.
- **Increasing Clinical Effectiveness of Depression:** Receiving a grant this year enabled us to host five (5) mental health interns and increase our capacity to provide mental health services by 62% over the previous year. For clients that completed their mental health treatment, 75% demonstrated a clinically significant change.
- **Preventing Youth Alcohol & Substance Use in Laguna Beach:** The three-year goal for this initiative is to reduce the use of alcohol or other substances among 9th Graders in Laguna Beach. FY12 was focused primarily on coalition building and the introduction and adoption of a Social Host Ordinance in the City of Laguna Beach.

INTRODUCTION

Who We Are and What We Do

St. Joseph Health, Mission Hospital (referred to as Mission Hospital in document) has a lengthy history of community service to the residents of south Orange County. As a member of Saint Joseph Health, St. Joseph, Mission Hospital is committed to improving the health status and quality of life of the people it serves. The values of Dignity, Excellence, Service, and Justice are the guiding principles which help to direct the mission of the hospital, and have compelled the Sisters of St. Joseph of Orange and all of their sponsored ministries to dedicate resources to the care of the medically underserved, and to advocate for the alleviation of conditions which limit access to basic health services. Policies have been established which mandate periodic assessments of the health needs of the poor and vulnerable. A specific percentage of net income is allocated to outreach programs to address specific unmet health needs, separate from the ordinary vehicle of acute health care delivery.

Mission Hospital provides south Orange County communities with access to advanced care and advanced caring through two convenient locations, Mission Viejo and Laguna Beach. As a not-for-profit, Mission Hospital has been serving the greater needs of the community for over 40 years, improving the quality of life in the communities it serves. Mission Hospital in Mission Viejo is an acute care, full-service facility that houses the region's designated trauma center, one of only three in the county. A complete array of top-quality healthcare services are offered including 24-hour emergency care; Mission Imaging Center offering the most advanced diagnostic care, Mission Heart Center providing cardiac rehabilitation and chest pain center; Mission Stroke Center, providing the region's most comprehensive and advanced neurological care; Mission Maternity Center including special care for high risk pregnancy; and Mission Women's Wellness Center offering comprehensive breast, heart and pelvic care. Mission Hospital also offers the highest level of care in orthopedics, rehabilitation, cancer, spine and vascular services. Mission Hospital Laguna Beach's healthcare services include 24-hour emergency, intensive and medical-surgical care as well as behavioral health and chemical and pain medication dependency treatment.

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In FY 11 a significant amount of work and resources were dedicated to the continued implementation of our three-year Community Benefit Strategic Plan. The plan focuses on Primary Care, Depression, Childhood Obesity, Post-Secondary Education and Affordable Homes. In addition, with the purchase of a second campus in Laguna Beach in 2009, we dedicated resources to that small coastal community to address the most pressing health and quality of life needs. All of these initiatives have sustained a collaborative that engages the community and maximizes existing community resources.

In FY 12, Mission Hospital provided a total of \$47,147,998 in community benefit investment, excluding Medicare in FY 12). Total dollars of unreimbursed cost of Medicare was \$41,508,655 representing an 11% decrease due to the change in length of stay from Inpatient to observations.

Community Benefit Governance Structure

Our priority is to engage the oversight committees of Community Benefit in the work we do throughout the year. The Community Benefit Committee is comprised of eight (8) community members and three (3) Board of Trustee members. Our President/CEO, COO, Vice President of Advocacy and Vice President of Mission Integration also participated in this committee. The committee received updates on initiatives at each meeting to allow them the opportunity to ask questions and provide feedback on each initiative's progress. In addition, Community Benefit Committee members identified an initiative that interested them personally and have become more engaged in those outreach efforts over the year. This has enabled the committee to become more familiar with the work, provide a unique and valued perspective to the hospital staff, and provide rich feedback to the committee when discussions arise.

The Director of Community Benefit presented to the Board of Trustees twice in FY12, sharing accomplishments and updates regarding the work in the community. With three (3) trustee members actively engaged in the Community Benefit Committee, the Board of Trustees were well informed of the initiatives and areas of focus.

Overview of Community Needs and Assets Assessment

Community Benefit Service Area:

Mission Hospital provides south Orange County communities with access to advanced care and advanced caring through two convenient locations, Mission Viejo and Laguna Beach. The hospital's service area extends from the junction of the 405 and 5 freeways in the north to Camp Pendleton in the south. Geographically, South County is bordered by the Pacific Ocean to the west, the Santa Ana Mountains to the north and east, and the marine base Camp Pendleton

to the south. Our Primary Service Area includes the cities of Mission Viejo, Laguna Beach, Laguna Niguel, San Juan Capistrano, San Clemente, Rancho Santa Margarita, Lake Forest, Laguna Hills, Dana Point, Ladera Ranch, Trabuco Canyon, Capistrano Beach and Aliso Viejo. This includes a population of approximately 623,000 people, an increase of 4% from the prior assessment. Mission Hospital's Secondary Service area includes Laguna Woods, Irvine, Foothill Ranch and Silverado. South Orange County is a relatively affluent community with a median household income of \$95,506 compared to the Orange County median household income of \$79,132 (based on 2000 US Census). The average household size is 2.70 compared to the Orange County wide household size of 3.06. Demographically, the area is primarily Caucasian (69.7%), with the Hispanic population the second largest at 17.9%.

Community Benefit is characterized as programs or activities that promote health and healing in response to identified community needs. In order to accurately define community need, we used two tools provided by St. Joseph Health System: The Community Need Index (CNI), developed by Catholic Healthcare West (CHW) and Solucient (an information products company) and The Intercity Hardship Index (IHI), developed by the Urban & Metropolitan Studies Program at the Nelson A. Rockefeller Institute of Government.



The first tool, The Community Need Index (CNI) aggregates

five socioeconomic indicators that contribute to health disparity (also known as barriers). Barriers include: Income; elder poverty, child poverty and single parent poverty; Culture, non-Caucasian limited English; Education, % population without HS diploma; Insurance, unemployed and uninsured; and Housing, renting percentage.

CNI demonstrates need at the zip-code level where each zip is assigned a score from 1 (low need) to 5 (high need) for each barrier. For barriers with more than one measure, the average of the measures is used as the barrier score. Once each zip code is assigned a score from 1 to 5 for each of the five barriers, the average score is calculated to yield the CNI.

Color-Coded Maps

- Red- Highest Need (CNI scores: 4.2-5)

- Pink- High Need (CNI scores: 3.4-4.1)
- Yellow- Average Need (CNI scores: 2.6-3.3)
- Light Green- Less Need (CNI Scores: 1.8-2.5)
- Dark Green- Least Need (CNI Scores: 1-1.7)

The second tool, Intercity Hardship Index (IHI), aggregates six socioeconomic indicators that contribute to health disparity (at the block group level). Indicators include: income level, per capita income; crowded housing, % of households with 7+ people; unemployment, % of those 16 and over without employment; education, % of those 25 and over without a HS diploma; poverty, % of people living below the Federal Poverty Level; and dependency, % of the population under 18 years and over 64 years.

In general, Mission's service area reflects a high degree of health and quality of life. However, isolated areas of need have been identified in the cities of San Clemente, San Juan Capistrano, Dana Point, Laguna Beach, and Lake Forest.

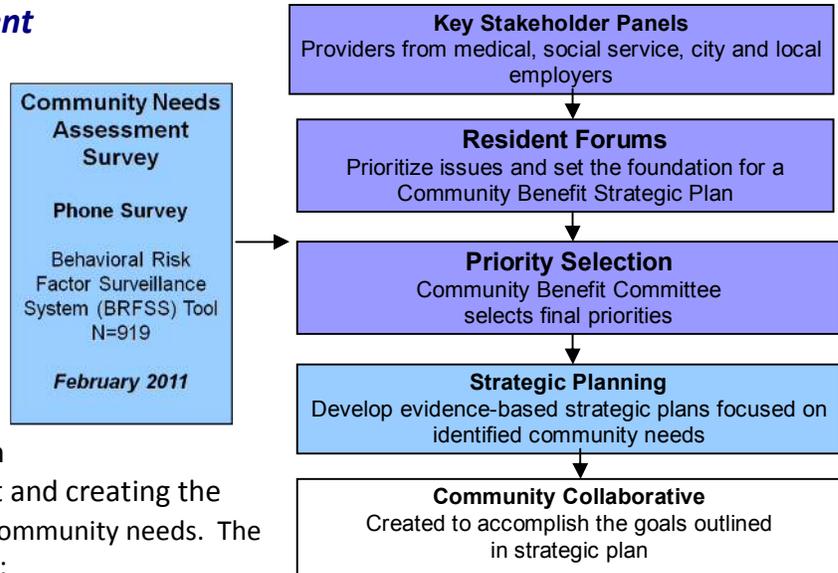
Although needs were identified in all of these areas, based on hospital resources and partnerships and in an effort to show significant outcomes at the end of the three-year plan, a decision was made to primarily focus on the cities of



San Clemente, San Juan Capistrano, Laguna Beach and Lake Forest. This decision was made in partnership with Community Benefit Department Staff, the hospital Executive Team and the Community Benefit Committee.

Community Needs Assessment

From January – May 2011, Mission Hospital conducted its Community Health Needs Assessment in the cities of San Clemente, San Juan Capistrano and Lake Forest (Laguna Beach Needs Assessment was conducted in 2010 just after purchasing South Coast Medical Center in July 2009). We implemented a six-step process in conducting our needs assessment and creating the strategic plans to respond to the community needs. The first three steps are described below:



Community Needs Assessment Survey: conducted by Professional Research Consultants (PRC), this telephone survey of 146 questions focused on issues such as general health, chronic disease, injury and violence, health risks, preventive care, access to healthcare services and broad community issues. The survey is modeled after the Centers for Disease Control’s (CDC) Behavioral Risk Factor Surveillance System, which enables us to benchmark our results to statewide and national results. 919 surveys were conducted in each of the three targeted cities and were demographically representative of each of the communities. Validity of results is at a 95% confidence level (and 95% when looking at city-specific data).

Key Stakeholder Panels:

Two panels of key stakeholders were held in San Clemente and San Juan Capistrano to obtain input from local service providers from a cross-section of disciplines who provide services to local residents. 40 people participated in these two panels and representation included the medical field, education, faith-based groups, local resident leaders, non-profit agencies and county-funded programs.

Resident Forums:

Once the PRC surveys were complete, six community forums were conducted with residents in the cities of San Juan Capistrano, San Clemente, and Lake Forest. There were a total of 63 participants across all forums, with each forum ranging in size from 2 to 21 and averaging 10 participants. The majority of participants were women (n = 54). Participants were all adults, mainly residents and a few stakeholders (e.g., service providers, city employees, and hospital employees). The English language forums included mostly stakeholders and to a lesser extent included residents, while the Spanish language forums included mostly residents. Each forum lasted about one and a half hours. Participants identified 25 priority issues. The results aggregated across the forums indicate that the four priority health and quality of life issues perceived by the participants are as follows:

1. Obesity
2. Lack of health insurance
3. Stress and anxiety
4. Access to affordable homes

Other health and quality of life issues included cardiovascular risk, dental services, alcohol and substance abuse, and job training for youth. There were similarities among all forums, such as the perception that the role of economic hardship contributes to poor health and quality of life. There was a notable difference between the English language and Spanish language forums, however, in that the Spanish language forum participants believed unauthorized immigration status was a determinant to health disparity and quality of life.

For the full report, please visit our website at www.mission4health.com

Patient Financial Assistance Program

Our mission is to provide quality care to all our patients, regardless of ability to pay. We believe that no one should delay seeking needed medical care because they lack health insurance. That is why St. Joseph Health System, Mission Hospital has a **Patient Financial Assistance Program** that provides free or discounted services to eligible patients. In FY 12, Mission Hospital provided **\$7,918,000** in charity care to 5,561 persons representing 7,357 encounters, a 37% increase in expenses.

Initiative Name: *INCREASING ACCESS TO SERVICES FOR DEPRESSION*

The Depression Initiative's aim is to increase the clinical effectiveness of mental health services at the Family Resource Centers, particularly for clients receiving services that address depression. The strategies focus on increasing medication compliance for appropriate clients, increase the percent of clients who complete treatment, and improve timeliness of access to mental health services.

Target Population: Clients of the Family Resource Centers receiving mental health counseling for depression.

Goal: Increase the percentage of clients who improve their Patient Health Questionnaire-9 (PHQ-9) by five or more points

How will we measure success?: Percent of clients who improve their PHQ-9 score by at least five (5) points.

Strategy 1: Support the appropriate use of medication

Strategy Measure 1: Percent of those taking medications as prescribed at discharge

Strategy 2: Engage clients in treatment beyond crisis

Strategy Measure 2: Percent of clients who complete treatment plan

Strategy 3: Increase timeliness of interventions

Strategy Measure 3: Average # of days on wait list (first call to first appointment) each quarter

FY 12 Accomplishments:

The goal of the Family Resource Centers' (FRC) Initiative to improve Clinical Outcomes of Depression is to increase the percentage of clients who improve their Patient Health Questionnaire-9 (PHQ-9) by five or more points, which evidenced based research supports as a clinically significant change. In order to be included in this Initiative, client must score a 5 or more on the PHQ-9 which indicates mild-moderate depression. For FY12, 95 clients have been treated through this initiative specifically, with an additional 61 clients treated for broad mental health counseling who did not meet criteria for this initiative.

In FY12, we received a grant that enabled us to host five (5) mental health interns for the year, and therefore increase our capacity to provide mental health services to the community. With the use of interns, we were able to see 62% more clients than in the previous year. FY 12 totals indicated that 45% of our clients saw at least a five (5) point change in their PHQ-9 score. This year, all clients who scored a 5 or more on the PHQ-9 tool were included in these results, regardless of whether there was a second PHQ-9 score obtained at the end of treatment. For those clients without a post test, we used the change score of zero, which had negative impact on our overall results. For the coming fiscal year, we will alter the goal for this initiative to include only clients who have taken two PHQ-9 tests to ensure more accurate results.

It is important to note that, for those clients that completed their mental health treatment (55% of the total 95 individuals), 75% had a clinically significant change in their PHQ-9 score (≥ 5 points).

The total percent of clients taking psychotropic medication at discharge was 57.5. Of those, 67% improved by at least five points on their PHQ-9. Please note that while these clients were taking medication at discharge, all did not complete treatment as was recommended for a variety of reasons.

The average length of days a client waited on the wait list was 28.5 days. This year has provided us with several learnings: 1) the average client had far more psychosocial stressors that were difficult to control; 2) overcoming the stigma of using psychotropic medication in the Latino population is significant. Several clients who scored high on the PHQ-9 refused medication despite frequent education attempts during counseling; 3) one of our biggest barriers to treatment was child care services. Without child care, clients frequently called and canceled or dropped out. As a result of these findings, we are in the process of contracting with a child care provider to care for children during group and individual sessions. An additional learning was around the need for consistency in implementing the PHQ-9 across all therapeutic

methodologies and therapists. Once this was identified, we created standards for implementing and tracking the PHQ-9 to be used by all therapists and interns.

Initiative Name: *DECREASING CHILDHOOD OBESITY*

This initiative includes three strategies to accomplish the goal: Increase healthy practices by families around eating and physical activity; increase implementation of Wellness policies at elementary schools; and increase access to healthy foods and physical activities in underserved neighborhoods.

Key Community Partners: South Orange County Childhood Obesity Prevention Task Force which includes: Boys and Girls Clubs of San Juan, Aliso Viejo, and Laguna Beach; South County YMCA; Cities of San Juan, San Clemente, Mission Viejo, Lake Forest and Aliso Viejo; County of Orange Health Care Agency; Network for a Healthy California; Fighters for the World; Fighting for Fitness; Fit2BeKids; Dr. Riba's Health Club; Cal Optima; AYSO; Capistrano Unified School District; Saddleback Valley Unified School District; Community Action Partnership of OC; Nutrition and Physical Activity Collaborative of Orange County; Orange County Sheriff's Department; Neighborhood Housing Services of Orange County; University of California Cooperative Extension; Latino Health Access; San Clemente Community Resource Center; Saddleback Memorial Care Hospital; Camino Health Clinic.

Target Population: Underserved children ages 3-11 years old in Lake Forest, San Juan Capistrano, and San Clemente. Residents and students in the areas of highest disproportionate need within these three cities include: Los Mares and Las Palmas neighborhoods in San Clemente; Villas San Juan, San Juan Village, Casitas Capistrano in San Juan; Aliso Villas, Bendricon Lane/Raymond Way, and El Toro Park neighborhoods in Lake Forest.

Goal: To reduce the prevalence of obesity in underserved children ages 3-11.

How will we measure success?: Annual California Fitnessgram BMI results for 5th grade students at nine schools in target cities (Gates, Olivewood, Kinoshita, Del Obispo, Ambuehl, San Juan Elementary, Concordia, Marblehead and Las Palmas elementary schools) will be reviewed each year. Baseline analysis of CA Fitnessgram results for School Year 2010 indicate 41.6% of children in target schools are overweight or obese (n=899).

Three-Year Target: Reduce percentage of 5th graders with BMI percentile \geq 85th percentile by at least 1%.

Strategy 1: Increase regular practice by families around healthy foods and physical activities

Strategy Measure 1: Increase the number of programs that incorporate both nutrition education and physical activity to most effectively impact behavioral changes in population served.

Strategy 2: Increase implementation of comprehensive school/district wellness policies.

Strategy Measure 2: Increase in the number of schools who meet the ENACT minimum score (3.5, as defined by the Task Force) in three target schools per year.

Strategy 3: Increase accessible built-environment options for healthy foods and physical activities.

Strategy Measure 3: Increase the number of affordable and accessible healthy food and physical activity options.

FY 12 Accomplishments:

Families Strategy – Increase the number of programs that incorporate both nutrition education and physical fitness. The goal is for 100% of all Mission Hospital programs to incorporate both physical activity and nutrition education concurrently. Baseline measurement of programs which successfully included both components was 5 out of 14 programs. At the close of FY 2012, 9 of 14 programs had begun incorporating both components. Programs included in the measurement are Obesity Awareness Classes, Diabetes Classes, Aerobics, Zumba, Walking Clubs, Fun on the Run Mobile Recreation, and AYSO Soccer; partnering programs include Fighting for Fitness, Fighters for the World, and Fit 2 Be Kids. In addition, five of seven providers of nutrition education classes taught by partnering agencies were incorporating physical activity into their classes, as well.



In addition, Mission Hospital has developed drafts of evidence based standards for nutrition and physical activity programs to assist partnering agencies program for success, as well as a unified messaging timeline for the upcoming year that incorporates Harvest of the Month, Nutrition and Exercise tips for the month, and character/spiritual messaging for each month. Works in progress include the creation of a resource guide for

Physical Activity and Nutrition Education opportunities. This is being designed in an effort to assist obesity prevention programs to pair education with activity, yielding best results in reducing overweight and obesity.

Mission Hospital also collaborates with partnering agencies to provide a variety of nutrition education and physical activities throughout the community to augment exposure and opportunities. Among them are:

PROGRAM	Annual Attendance	Description of Program
Play More, Eat Better	2,674	Social Marketing Campaign designed to educate targeted neighborhood residents about making incremental changes for healthy lifestyle. Neighborhood events include Body Mass Index measurement, nutrition education, physical activities

PROGRAM	Annual Attendance	Description of Program
Healthy For Life	638	Exercise and nutrition education provided in 44 classrooms across South Orange County; includes parent nutrition education and medical assessment of each child twice throughout the year.
Community Exercise Classes	5,855	Zumba, Turbo Kickboxing, and Yoga classes; Mission Hospital provides the instructors and the liability insurance; programs are held in local churches and Home Owner Association clubhouses.
Fun on the Run	6,009	Mobile Recreation program partially sponsored by Mission Hospital and conducted by the City of San Clemente that travels to 4 neighborhoods in San Clemente throughout the week.

Schools Strategy – The goal is to increase the number of schools who meet certain criteria to create a healthy environment for their student body. The team used a combined assessment tool that measures programs and policies around access to healthy foods and physical activity to score schools, with a minimum score of 3.5 by 2014 as the target goal. This work began with the establishment of committees at three schools who developed assessment tool/baseline, conducted assessments, developed and implemented action plans at each school. The schools for Year 1 were: Kinoshita, San Juan, and Marblehead elementary schools.

The schools, the committees, and the principals at each school committed to adding on-campus fitness, developing school gardens, implementing in-class recess activities, and providing space for afterschool fitness programs. Partnerships that led to the success of these activities included assistance from the City of San Juan, YMCA, Capo Futbol Club, Western Digital/OneOC/Eagle Scouts (provided volunteers to build a school garden), UC Cooperative Extension, parent volunteers, and PTA. Although the schools did not meet their ultimate goal of 3.5 or higher, the chart below reflects their baseline scores and their year-end scores which are promising. Assistance and support to these schools will be ongoing through 2014 to ensure their goal is met.

FY 11-12 Schools	FY 11-12 Baseline Scores	FY 11-12 Year End Scores	Show progress toward 3 yr. goal
Kinoshita	2.7	3.2	✓
Marblehead	2.8	3.3	✓
San Juan	2.7	3.3	✓

Environmental Strategy – Increase # of affordable and healthy food and fitness options
Because community safety and the need for safe places to play were identified as barriers by local residents, addressing these issues were of critical importance for FY 12.

In San Juan Capistrano and San Clemente, we developed relationships with Police Services staff; assisted with the neighborhood safety events in the Village San Juan and the Villas San Juan. Partners in these ventures included the Home Owners Associations, District Attorney’s Office, Saddleback Church, and Neighborhood Housing Services of Orange County. The goal of the events was to engage residents in determining how we could collaboratively create safer places to be active. In addition, the City of San Juan Capistrano funded and completed public street light improvements to increase visibility and safety. In Lake Forest, we conducted ride-along with Police Services to identify neighborhoods of highest need and risk in Lake Forest; and a partnership with Lake Forest Police Services is in progress.

In San Clemente, Mission Hospital partnered with the City and assisted with the development of a neighborhood garden in Los Mares and provided a \$6,000 contribution for the creation of a stairway to the sidewalk along Camino Los Mares, a busy street that now provides direct access to the gardens.

To address access of local affordable healthy food options, we created a 2-page listing of low-cost food retailers in the service area that provide fresh fruits and vegetables. This list includes food pantries and distribution centers.

Additional Action, Involvement and Accomplishments:

Our staff was active in a variety of regional and county-wide efforts that impact childhood obesity. Our participation spans the following committees: OC Transportation Authority Citizens Advisory Committee to advocate for active transportation options; Southern California Association of Governments Regional Transportation Plan development process; City of Mission Viejo with implementation of their Healthy Eating, Active Living (HEAL) programming; San Clemente Collaborative Health Committee; and the OC Nutrition and Physical Activity Collaborative; Alliance for a Healthy OC committee.

In addition, our ***Play More, Eat Better*** social marketing campaign was selected for a poster session at the National Summit for Health Promotion and Disease Prevention in Washington DC. Two staff members attended the event and shared the successes of the program to date.

Initiative Name: AFFORDABLE HOMES

Our goal is to increase affordable homes in south Orange County, with a special focus on the cities of San Clemente, Dana Point, San Juan Capistrano, Mission Viejo and Lake Forest. The strategies focus on increasing the number of public or private policies that support affordable homes, increasing broad-based community advocacy groups/organizations that identify and act on affordable homes as a priority, and collaborating to create new affordable homes.

Key Community Partners)

South Orange County Alliance for Housing our Communities (SOCAHOC):

- Affordable Housing Clearing House
- City of Dana Point, Economic Development Office
- City of Lake Forest, Housing and Redevelopment Agency
- City of Mission Viejo, Planning Office
- City of San Clemente, Planning and Housing Office
- City of San Juan Capistrano, Housing and Redevelopment Office
- Community Action Partnership of Orange County
- Family Assistance Ministries
- Friendship Shelter
- Habitat for Humanity of OC
- San Clemente Collaborative
- Jamboree Housing
- Kennedy Commission
- Mission Hospital Community Benefit,
- Neighborhood Housing Services of OC
- OC Association of Realtors
- OC Business Council
- OC Housing Trust
- RRm Design Group
- City of San Juan Capistrano, Housing Advisory Board Chair
- South Shores Church
- St. Joseph Health System
- Urban Land Institute

Target Population: This initiative addresses South Orange County households (Mission Viejo, San Juan Capistrano, Dana Point, San Clemente and Lake Forest) earning less than 120% of the area median income in need of access to affordable homes to avoid expending more than 30% of their gross income on housing costs.

Goal: Increase affordable home, rental and ownership units in South OC (specifically targeting cities of San Clemente, San Juan Capistrano, Dana Point, Mission Viejo and Lake Forest)

How will we measure success?

Outcome Measure: Number of new affordable homes, rental and ownership approved for households with very low to moderate income level (less than 50% to 120% of Average Median Income) in target cities

Three-Year Target: 558 new Affordable Home units built and approved *for households with very low to moderate income level in target cities.* (50% of 2014 Regional Housing Needs Assessment (RHNA) estimates)

Strategy 1: Increase diversity of sectors (groups/ organizations e.g. developers, local residents, businesses) involved in promoting Affordable Homes developments

Strategy Measure 1: Number of sectors actively involved in promoting Affordable Homes

Strategy 2: Increase local resident support for Affordable Homes developments

Strategy Measure 2: Number of individuals supporting Affordable Homes at SOCAHOC public events and city council meetings

Strategy 3: Influence implementation of public sponsored incentives & programs that increase opportunities for Affordable Homes Developments

Strategy Measure 3: Weighted score: Implementation of housing elements' policies and programs

FY 12 Accomplishments:

Mission hospital team led the development of the South Orange County Alliance for Housing our Communities (SOCAHOC) partnership infrastructure (strategic plans, data collection and performance indicators tracking tools, and advocacy, partners and community engagement plans.)

SOCAHOC collaborative gained new partners and organizations. An average of 16 partners attended 7 strategic planning sessions representing 23 organizations from 9 sectors (Local Government, For Profit Developers, Non Profit Developers, Major Employers, Advocacy Groups, Philanthropic /Lending Groups, Financial Institutions, Faith and Community Based Organizations, Property Management Companies, Service Providers, Local Community Leader, Business Associations, and Education and Research)

SOCAHOC 's advocacy efforts in San Clemente led to the approval of a development agreement between the city of San Clemente and developer National Community Renaissance to build a \$7.3 million workforce housing apartment building with 19 units. Twenty-five (25) individuals, including six SOCAHOC partners attended City Council meeting to display support for this Affordable Homes project.

Mission Hospital sponsored the 2012 Orange County Housing Summit: Innovate for Abundance – Market-Based Solutions to Orange County's Housing Challenge, organized by the Orange County Housing Trust. Nearly 150 individuals representing real estate, for-profit and nonprofit housing industries, business leaders and government officials came together to build leadership, engagement and advocacy strategies to create sustainable communities that offer jobs and housing options for a variety of incomes.

Development of new Affordable Home units has been limited due to the current financial and economic crisis, and the elimination of California Redevelopment funds. California's

construction sector has been directly affected. Local jurisdictions rely a great extent on redevelopment funds to support affordable home developments.

In addition, to assist local homeowners struggling with maintaining their home, we renewed a partnership with Neighborhood Housing Services (NHS) to provide free homebuyer and home preservation education and counseling to community members in south Orange County. This partnership provides NHS with work and meeting space, and financial support to cover workshops and counseling expenses.

Initiative Name:

PREVENTION OF YOUTH ALCOHOL & SUBSTANCE USE IN LAGUNA BEACH

This initiative was developed in FY10 in response to the Laguna Beach Health Needs Assessment. The goal is to reduce the use of alcohol or other substances among 9th Graders in Laguna Beach. Our strategies are evidence-based and focus on three main issues: increasing a child's own problem-solving skills; improving adult/child relationships at home; and decreasing access to alcohol.

Key Community Partners:

- Boys & Girls Club of Laguna Beach
- California Youth Services
- Capistrano-Laguna Beach ROP
- Center for Drug Free Communities
- City of Laguna Beach Police Department
- Community Alliance Network
- CSP, Inc.
- Laguna Beach City Council
- Laguna Beach Community Clinic
- Laguna Beach Presbyterian Church
- Laguna Beach Unified School District
- Laguna Beach Unified School District Board
- Laguna Beach residents and youth
- MADD
- Mission Pacific Recovery Center
- Western Youth Services

Target Population: youth in Laguna Beach, California

Goal: Reduce use of alcohol among 9th graders in the Laguna Beach USD

How will we measure success? Percent of 9th graders who report using alcohol in the last 30 days.

Strategy 1: Increase child problem solving skills

Strategy Measure 1: Percent of 7th graders who rate high on problem solving skills

Strategy 2: Increase caring relationships at home

Strategy Measure 2: Percent of 7th graders who rate high on having a caring relationship with an adult at home

Strategy 3: Reduce access to alcohol

Strategy Measure 3: Percent of 9th graders who say it is easy or very easy to get alcohol

FY 12 Accomplishments:

The goal of the Laguna Beach Youth Alcohol Prevention Initiative is to reduce use of alcohol among 9th graders in Laguna Beach Unified School District (LBUSD) as measured by the California Healthy Kids Survey. In 2010, 35% of students report using alcohol in the last thirty days. With the survey conducted every two years, we began our work knowing this would be a long-term goal. In FY 10, we were invited to chair and facilitate the Laguna Beach Community Coalition (LBCC), who worked with us to identify three key strategies to make an impact: 1) Increase child problem solving skills; 2) Increase caring relationships with an adult at home and 3) Reduce access to alcohol. The primary focus for this Fiscal Year has been reducing access to alcohol, specifically focusing on creating a Social Host Ordinance (SHO) in the City of Laguna Beach.

A SHO holds adults responsible **for hosting** or in other words **knowingly providing** a place for underage drinking to occur. “Knowingly” is defined as consciously; willfully; subject to complete understanding of the facts or circumstances. A “Social Host” refers to an adult who allows underage drinking on property that he/she owns leases or otherwise controls and fails to take reasonable steps to prevent possession or consumption of alcoholic beverages by the underage person or persons. The Hospital, School Board, School District and several non-profits have worked diligently to obtain research on other SHO and worked in collaboration with the Chief of Police to determine what would work best for the unique needs of the City of Laguna Beach.

On June 19, 2012, the Laguna Beach City Council meeting was held where the Chief of Police brought forth the first reading of the SHO. At least 30 people spoke for or against the ordinance. In the end, the City Council passed a motion that they would move forward with a SHO but wanted written feedback from the community through October 2012 to ensure residents’ concerns were being addressed.

Because of these efforts and the focus of an SHO in Laguna Beach, residents are actively engaged in discussions about youth alcohol and substance use and what efforts can be done to address the issue. In addition to the work on the SHO, the Laguna Beach Unified School District adopted an evidenced-based curriculum focusing on problem solving skills due to the work of the initiative and research conducted to support the initiative’s focus. In collaboration with California Youth Services, the school district also held a series of educational topics such as “The Reality of OC Teens: What Every Parent Should Know,” “How to Recognize Drug and Alcohol Usage by Your Teen,” “Critical Issues Facing Teens: Focus on Adolescent Depression,” “Parenting an OC Teen: Setting Boundaries and Expectations,” as well as “Cyber Bullying,” “Responsible Social Networking for Students and Parents,” and “Facebook: What Every Parent Should Know.” The Community Alliance Network has held several “Minor Drinking, Major Problem” workshops at the high school to educate parents on current trends in substance use.

They have also received a federal grant to work on alcohol, tobacco and other drugs in Dana Point and Laguna Beach over the next five years with the possibility of extending it to ten years.

Other Community Benefit Initiatives

Initiative Name: ACCESS TO PRIMARY CARE

The Primary Care Initiative outcome goal is to increase access to primary care at Camino Health Center.

Key Community Partners:

- Camino Board of Directors Strategic Planning Committee
- Camino Health Center Management Team
- Representatives from Mission Hospital's Community Benefit Committee
- Mission Hospital staff

Target Population: Low-income, uninsured, and vulnerable residents living in south Orange County

Goal: Provide quality primary health care

How will we measure success? The number of Federally Qualified Health Center clinical performance measures goals attained.

Fiscal year 2011 baseline: No performance goals had been attained

Fiscal year 2012 results: One (1) of eight (8) goals attained.

Strategy 1: Improve Access to Care

Strategy Measure 1: Mean percentile score for the health center for "Appointments" in patient satisfaction survey tool, Avatar.

Fiscal year 2011 baseline: 86.90

Fiscal year 2012 results: 86.30

Strategy 2: Achieve Stage 1 of the "Meaningful Use" Criteria

Strategy Measure 2: The number of Stage 1 "Meaningful Use" components implemented

Fiscal year 2011 baseline: Three (3) of the 25 components had been implemented

Fiscal year 2012 results: Four (4) components have been implemented (4/25)

Strategy 3: Improve diabetic clinical processes

Strategy Measure 3: The percent of adult diabetic patients with a HgA1c less than or equal to seven percent

Fiscal year 2011 baseline: 41%

Fiscal year 2012 results: 41%

Three Year Target: Camino's three year target is to achieve four out of eight Federally Qualified Health Center clinical performance measures. These measures are required of federally funded health centers and are designed to be five-year goals; the target date to achieve all performance measure goals is 2016.

FY 12 Accomplishments:

After many years of planning and with the support of community stakeholders, in June 2012, Camino Health Center was designated by the federal government as a Federally Qualified Health Center (FQHC). This highly coveted designation will bring new resources to south Orange County in order to increase access to services and improve the quality of care available to the underserved in our community. The timing of the designation could not be better as the needs of the low-income and uninsured for access to comprehensive primary health care are growing rapidly in south Orange County.

In fiscal year 2012 Camino Health Center served 3,911 unduplicated patients from the cities of San Clemente, Dana Point, and San Juan Capistrano. Several low-income neighborhoods in these cities are designated as Medically Underserved Populations by the U.S. Department of Health and Human Services. The number of unduplicated patients residing in these communities receiving services at the health center increased 12 percent in fiscal year 2012; approximately 45 percent of all patients accessing services at Camino reside in these cities. Overall, over 116,000 visits were provided to approximately 16,700 patients through Camino's five departments, which include: primary medical, pediatric dental, mobile medical unit, diabetes van, and a Women, Infants, and Children (WIC) supplemental nutrition program. The health center is a central piece of the network of safety-net provider in south Orange County. This is particularly true for the growing population of people with no health care insurance. Camino saw a 38 percent increase in the number of uninsured visits provided.

As part of the health center's FQHC designation, a new set of clinical performance measures has been adopted. For each measure, baseline performance data has been gathered, national benchmarks reviewed, and five-year goals established. Additionally, for each performance measure, factors that will contribute and/or restrict the health center's ability to achieve its goals have been identified in order to assist Camino's leadership in creating a plan that utilizes the strengths of the health center and minimizes barriers to success. The clinical performance measures include care that focuses on: diabetes, cardiovascular, cancer, prenatal, infant birth weight, childhood immunizations, prenatal oral health, nutrition, tobacco cessation, and behavioral health. To assist with achieving these goals and in an effort to improve the overall quality of care at Camino, the health center has been awarded funding as part of its FQHC designation to purchase an electronic health record (EHR). Over the course of fiscal year 2013, Camino will be transitioning

to a paperless practice by implementing an EHR that will use an electronic workflow process that aims to improve the efficiency and quality of care patients receive.

Other Community Benefit Initiatives

Initiative Name: *Family Resource Centers*

Key Community Partners: Raise Foundation, Children’s Bureau, Human Options, Consumer Credit Counseling of Orange County, Neighborhood Housing Services, Woman, Infant & Children’s (WIC) Clinic, Saddleback College, Mission Basilica, Camino Health Center, Orange County Social Services Agency, Children’s Health Initiative of Orange County, Families Forward, Capistrano Unified School District, University of Southern California: Social Work Department

Target Population: Low-income and vulnerable residents living in south Orange County

FY 12 Accomplishments:

The legacy that the Sisters of St. Joseph of Orange started back in 1650, “Caring for the Dear Neighbor”, continues to flourish throughout south Orange County via two Family Resource Centers, South Orange County Family Resource Center (SOCFRC) located in Lake Forest and the Community Health Enrichment Collaborative Family Resource Center (CHECFRC) located in San Juan Capistrano. Through a comprehensive needs assessment and the continuous feedback from our community, the following services are provided: Mental Health Services & Education, Life Skills Program, Health Access, Parenting Support & Education, Parent/Child Classes, Family Advocacy, Information and Resource Services, Personal Empowerment Program, Financial Counseling & Education, Case Management, Community Outreach, Education Assistance, and limited Emergency Assistance.

Between the two centers, we served a total of 8,284 unique clients in FY 12 with a total of 37,743 interactions. In addition to serving clients at our Centers, we also provide services at health fairs, family fun days and community clinics. The FRCs provided information and resources to 3,173 clients and served 193 clients in parent/child classes representing over 497 encounters. The FRCs also provided Life Skills classes (classes designed to provide clients with essential skills around communication, self-empowerment, difficult conversations, etc.) to 236 new clients and provided individual, family or couples counseling to 156 persons. The FRC’s collaborated with Human Options and Western Family Services to provide mental health services to an additional 120 people and Life Skills to an additional 67 individuals. We also provided one-time financial assistance to families in economic distress. This accounted for \$35,765 distributed to 75 families.



A Sacred Encounter Story: Our goal is to maximize a family’s potential by providing them with the tools and knowledge they need to lead them to self-sufficiency. In FY12, we had the opportunity to dramatically impact the lives of a family in Lake Forest. “Mrs. Smith” came to the

Center looking for a low-cost health insurance plan for her children. Our Health Care Advocate (HCA) met with her to determine which plan would best suit her family's needs. During the conversation, Mrs. Smith shared she was having difficulty parenting her children. Our HCA referred her to an in-home parenting program, which would provide her the tools and knowledge to improve her parenting skills. The in-home educator recognized signs that Mrs. Smith may be suffering from Postpartum Depression. Mrs. Smith was again referred to the FRC for mental health services and emergency assistance, as she was having trouble meeting basic needs for her family. In the following months, Mrs. Smith completed 12 weeks of counseling, a Life Skills program, and the in-home parenting program. The change in her appearance and presence was noticed by staff and Mrs. Smith has shared that she doesn't know what would have happened to her without the care and guidance of the FRCs.

Other Community Benefit Initiatives

Initiative Name: *Health & Ministry Services*

Key Community Partners: St. Timothy Parish; Mission Basilica; Laguna Niguel Presbyterian; San Clemente Presbyterian; Laguna Beach Presbyterian; Santiago de Compostela Parish; St. Edward's Parish; San Felipe de Jesus; St. Clement's by the Sea Episcopal Church; Saddleback Church; Our Lady of Fatima Parish; Arbor Christina Fellowship; Unitarian Fellowship of Laguna Beach; Laguna Beach Interfaith Council; Aliso Creek Presbyterian; Mission Hospital Spiritual Care Department; St. Nicholas Parish; Latino Health Access.

Target Population: Underserved and vulnerable populations in the areas of highest disproportionate need within the Mission Hospital service area (Lake Forest to San Clemente). In collaboration with the partnering congregations, the Health Ministry Partnership provides training, resources, and opportunities for local congregations to extend additional services to their members. Through the Health Ministry Partnership, programs like Friendly Visitors, Prayer Blanket Knitters, free flu clinics, support groups, screenings, and access to free nurse consultations have been made possible.

Goal: *To provide additional resources to high-need, low-income families through local churches and nonprofit organizations.*

FY 12 Accomplishments:

- Mission Hospital staff chairs and facilitates monthly Health Ministry Partnership meetings, providing guest speakers and resources to parish nurse and pastoral care staff from local churches. Average monthly attendance is 10-15.
- Provided training for pastoral care staff from churches on Community Mental Health Work, as well as Community Health Workers Training.
- Administered over 3,000 free flu vaccines to low-income/high-need individuals at 23 different sites through partnership with local churches.

- Implemented very first bereavement support group in Spanish at St. Edward's – this was a need that was presented by a congregant to a Hospital staff person. As a result, a free support group led by a volunteer MFT was established. The group completed a 12-week bereavement program and went on to continue meeting monthly for ongoing support. A total of 24 people were in this group.
- Provided free screenings (skin cancer, cholesterol, glucose, blood pressure) to 290 persons.
- Participated in Feria del Sol, coordinated by Illumination Foundation and held at Saddleback Hospital in San Clemente – Mission Hospital provided flu shots, BMI screenings, and cholesterol/glucose/blood pressure screenings. Approximately 600 people attended this event.
- Provided free monthly access to nurse consultations at five local churches and served 356 individuals.
- Partnered with local church knitting groups to establish a prayer blanket program for St. Joseph Health patients, resulting in creation of 30+ knit caps and 20 blankets in only 3 months.
- Provided free educational classes on heart health, diabetes management and prevention, Alzheimer's, Medi-Care, and others, serving a total of 1,400 persons.
- Partnered with Latino Health Access to provide structured peer support groups for isolated seniors in San Juan Capistrano. Originated with one monthly meeting, but due to interest from the seniors was increased to twice per month. Average attendance 8-15 persons per meeting



Other Community Benefit Projects

Initiative Name: *Post- Secondary Education*

Key Community Partners: Capistrano Unified School District, Orange County Human Relations Council, Marco Forster Middle School, Center for Educational Partnerships, University of California Irvine, CREER Comunidad y Familia, Saddleback Community College, St. Margaret's Episcopal School, Breakthrough Program, UCI Mexican-American Engineers and Scientists' Chapter

Target Population: Children and families from low income and vulnerable communities in the Capistrano Unified School District.

Goal: Increase education attainment and participation in post-secondary education of children from educational and socioeconomic disadvantaged backgrounds by providing youth leadership development and rising parent involvement.

FY 12 Accomplishments:

The Community Benefit team facilitated collaborations and lead efforts to provide the following youth leadership and empowerment activities that served a total of 213 youth and young adults ages 13-20:

- **Can't Stop, Won't Stop** Youth Conference at Saddleback Community College, sponsored by the Capistrano Promoting Access to Higher Education (CPATHE) Collaborative
- University of California Irvine's, **Science Extravaganza**, sponsored by the UCI Mexican-American Engineers and Scientists' Chapter
- **Medical Career Summer Camp at Mission Hospital**, providing 13 middle school students with an opportunity to learn about hospital departments and consider future career options
- **Project Mission**, a 9-month internship program for young adults with disabilities. This project is conducted in collaboration with the Capistrano Unified School District's Adult Transitions Program.



The parent involvement initiative, **Padres Promotores** (or “Parent Promoters of Education”) reached out to parents from the local school district and trained them to become advocates for education in their communities. They linked parents to school services and delivered information on education through non-traditional methods such as home visits, existing neighborhood associations, and informal educational dialogues. This program provided 657 home visits. 80 families received ongoing support in the program and 414 parents participated at various program activities, presentations, talks and workshops for a total of 1,552 encounters for the year.

Initiative Name: *Serving the Needs of the Homeless*

Key Community Partners: Families Forward, Friendship Shelter, iHOPE, Jamboree Housing, Laguna Beach Interfaith Council, LB Police Department, Community Outreach, OC Health Care Agency

Target Population: Chronic and transitional homeless individuals living in Laguna Beach

Goal: Collaborate to increase homeless individuals' access to health services and job skills/placement programs

FY 12 Accomplishments:

Mission Hospital provided leadership, strategic planning and meeting facilitation to working group in Laguna Beach to address key needs for homeless as identified in Mission Hospital's 2010 Community Health Needs Assessment: access to health services and job skills/placement programs. In addition, we provided box lunches 6 days a week at the Laguna Beach Alternative Sleeping Location Shelter for an average of 25 people each day and support for evening refreshments for up to 60 homeless guests at the shelter.

Initiative Name: *Senior Transportation*

Key Community Partner: Age Well Senior Services

Target Population: Seniors 60 years of age and older residing in South Orange County Cities

Goal: Provide free non-emergency transportation to seniors receiving services at Mission Hospital

FY 12 Accomplishments:

The senior transportation program provided free round trip transportation to seniors and very low-income patients at both of Mission Hospital's campuses to ensure clients could receive needed medical treatment and secure their continuity of care. 183 unduplicated clients used this service representing a total of 4,063 trips.

**FY 12 COMMUNITY BENEFIT INVESTMENT
ST. JOSEPH HEALTH, MISSION HOSPITAL**

(Ending June 30, 2012)

CA Senate Bill (SB) 697 Categories	Community Benefit Program & Services ¹	FY 12 Net Benefit
Medical Care Services for Vulnerable² Populations	Financial Assistance Program (FAP) (Charity Care-at cost)	\$7,918,048
	Unpaid cost of Medicaid ³	\$27,121,080
	Unpaid cost of other means-tested government programs	\$5,339,523
Other benefits for Vulnerable Populations	Community Benefit Operations	\$0
	Community Health Improvements Services	\$0
	Cash and In-kind Contributions for Community Benefit Community Building	\$1,707,512
	Subsidized Health Services	\$0
	Total Community Benefit for the Vulnerable	\$42,086,163
Other benefits for the Broader Community	Community Benefit Operations	\$340,225
	Community Health Improvements Services	\$2,774,189
	Cash and In-kind Contributions for Community Benefit Community Building	\$128,253
	Subsidized Health Services	\$318,560
		\$1,500,608
Total Community Benefit for the Broader Community	\$5,061,835	
Health Professions Education, Training and Health Research	Health Professions Education, Training & Health Research	\$0
	Total Community Benefit for the Broader Community	\$5,061,835
	TOTAL COMMUNITY BENEFIT (excluding Medicare)	\$47,147,998
Medical Care Services for the Broader Community	Unpaid cost of Medicare ⁴ (not included in CB total)	\$41,508,655
	TOTAL COMMUNITY BENEFIT (including Medicare)	\$88,656,653

¹ Catholic Health Association-USA Community Benefit Content Categories, including Community Building.

² CA SB697: "Vulnerable Populations" means any population that is exposed to medical or financial risk by virtue of being uninsured, underinsured, or eligible for Medicaid, Medicare, California Children's Services Program, or county indigent programs. For SJH, we exclude Medicare as part of Community Benefit total and only include it below the line for SB697 reporting purposes.

³ Accounts for Hospital Fee. The pledge/grant (separate from the quality assurance fee) is reported in Cash and In-kind Contributions for other vulnerable populations.

⁴ Unpaid cost of Medicare is calculated using our cost accounting system. In Schedule H, we use the Medicare cost report.

Community Benefit Investment FY 2012

Telling Our Community Benefit Story: Non-Financial⁵ Summary of Accomplishments

Mission Hospital's employees serve as volunteers in the community in a variety of ways. In addition to their participation in community walks, such as the American Heart Association's Heart and Soul Classic, employees have been committed to helping the underserved families within the area through the Student Angel and Christmas Angel projects. In the Student Angel project, employees or entire departments within the hospital "adopt" a child and outfit him or her for the coming school year. In FY 12, close to 100 children were "adopted" and provided much-needed school supplies and new clothing. During the holiday season, the concept expands to include the "adoption" of an entire family.

Our Materiel Management Department donated \$30,000, plus items of outdated equipment to Giving Children Hope, and medical supplies to LIGA International which serves as a clearing house of supplies for other charities that perform medical missions in third world countries. And Father Joe's Village received a donation of our 1983 Ford valued at \$500.

At our Laguna Beach Campus, we provide in-kind meeting space to over 20 community-led support groups such as Alcoholics Anonymous, Al-Anon Family Groups, National Alliance for the Mentally Ill and the Depression & Bipolar Support Alliance. There are group meetings seven days a week at Mission Hospital Laguna Beach with groups ranging from 10 to 150 people each week. This in-kind contribution represents close to \$200,000 to support the community.

In-Kind office space was also provided to Age Well Senior Services for their home delivered meal service, Meals-On-Wheels. This program provides daily meals to fragile, isolated, home-bound seniors with very little financial and family support. In FY12, this program provided 20,608 meals to 377 individuals living in the City of Laguna Beach.

⁵ Non-financial summary of accomplishments are referred to in SB 697 as non-quantifiable benefits.



St. Joseph Health
500 S. Main St., Ste. 1000
Orange, CA
<http://www.stjhs.org/>

St. Joseph Health (SJH) is an integrated healthcare delivery system providing a broad range of medical services. The system is organized into three regions--Northern California, Southern California, and West Texas/Eastern New Mexico - and consists of 14 acute care hospitals, as well as home health agencies, hospice care, outpatient services, skilled nursing facilities, community clinics, and physician organizations. The ministries that comprise SJH offer a wide variety of services within each of the three regions. From well-established acute care hospitals to clinics in non-traditional settings like school rooms, SJH is establishing a "continuum of care," that is, a system that links and coordinates an entire spectrum of health services.