

2024 - 2026

COMMUNITY HEALTH IMPROVEMENT PLAN

Mission Hospital

Mission Viejo, California



Grand opening of the Mission Hospital Family Resource Center in partnership with Camino Health Center

To provide feedback on this CHIP or obtain a printed copy free of charge, please email Cecilia Bustamante Pixa at

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CONTENTS

Executive Summary.....	3
Collaborating Organizations.....	3
Mission Hospital Community Health Improvement Plan Priorities.....	3
Introduction	5
Who We Are.....	5
Our Commitment to Community.....	5
Health Equity.....	5
Community Benefit Governance.....	6
Planning for the Uninsured and Underinsured.....	6
Our Community.....	8
Description of Community Served.....	8
Community Demographics	9
Community Needs and Assets Assessment Process and Results.....	10
Summary of Community Needs Assessment Process and Results	10
Significant Community Health Needs Prioritized.....	10
Needs Beyond the Hospital’s Service Program.....	11
Community Health Improvement Plan	13
Summary of Community Health Improvement Planning Process	13
Addressing the Needs of the Community: 2024- 2026 Key Community Benefit Initiatives and Evaluation Plan.....	13
Other Community Benefit Programs	18
2024- 2026 CHIP Governance Approval.....	21

EXECUTIVE SUMMARY

Providence continues its Mission of service in Orange County through Mission Hospital. Mission Hospital is an acute-care hospital founded in 1971 and located in Mission Viejo, California. The hospital's service area is the entirety of South Orange County, including 590,000 people.

Mission Hospital dedicates resources to improve the health and quality of life for the communities it serves, with special emphasis on the needs of people experiencing social inequities and health disparities.

The Community Health Needs Assessment (CHNA) is an opportunity for Mission Hospital to engage the community every three years with the goal of better understanding community strengths and needs. The results of the CHNA are used to guide and inform efforts to better address the needs of the community. Through a mixed-methods approach, using quantitative and qualitative data, the CHNA process relied on several sources of information: state and national public health data, qualitative data from listening sessions with community members, a key informant survey, and hospital utilization data.

Collaborating Organizations

The three Orange County hospitals, St. Jude Medical Center, St. Joseph Hospital Orange, and Mission Hospital collaborated on the CHIP report and its strategies to address priority areas. However, each hospital developed their own CHIP.

Mission Hospital Community Health Improvement Plan Priorities

As a result of the findings of our [2023 CHNA](#) and through a prioritization process aligned with our Mission, resources, and hospital strategic plan, Mission Hospital will focus on the following areas for its 2024-2026 Community Benefit efforts:

ACCESS TO CARE

Access to care goes beyond medical care, and includes dental, vision, primary care, transportation, culturally appropriate care, and care coordination. People without insurance are less likely to have a primary care provider, and they may not be able to afford the health care services and medications they need. Strategies to increase insurance coverage rates are critical for making sure more people get important health care services, like preventive care and treatment for chronic illnesses.

BEHAVIORAL HEALTH

Mental health includes our emotional, psychological, and social well-being. It affects how we think, feel, and act. It also helps determine how we handle stress, relate to others, and make healthy choices. Mental health is important at every stage of life, from childhood and adolescence through adulthood. Mental health programs include the prevention, screening, assessment, and treatment of mental disorders and behavioral conditions. Mental health is an important part of overall health and well-being.

Substance use/misuse occurs when the recurrent use of alcohol and/or drugs causes clinically significant impairment, including health problems, disability, and inability to meet major responsibilities at work,

school, or home. Substance use/misuse includes the use of illegal drugs and the inappropriate use of legal substances, such as alcohol, prescription drugs and tobacco. Strategies to address mental health and substance use disorders have a potential to be a catalyst to further our work and mission of reducing stigma and creating a safe place for care.

ECONOMIC SECURITY

An individual's income is directly connected to poverty. If a person or family's total income is less than certain federal poverty measures, then they are considered to be in poverty. People with steady employment are less likely to live in poverty and more likely to be healthy. People with disabilities, injuries, or conditions like arthritis may be especially limited in their ability to work. In addition, many people with steady work still don't earn enough to afford the things they need to stay healthy. Employment programs, career counseling, and high-quality childcare opportunities can help more people find and keep jobs. In addition, policies to help people pay for food, housing, health care, and education can reduce poverty and improve health and well-being.

INTRODUCTION

Who We Are

Our Mission	As expressions of God’s healing love, witnessed through the ministry of Jesus, we are steadfast in serving all, especially those who are poor and vulnerable.
Our Vision	Health for a Better World.
Our Values	Compassion — Dignity — Justice — Excellence — Integrity

Mission Hospital, an acute-care hospital founded in 1971 by a group of physicians, partnered in 1993 with Children’s Hospital of Orange County (CHOC) to provide pediatric services. In 1994, the hospital became a member of St. Joseph Health. In 2009, Mission Hospital acquired South Coast Medical Center in Laguna Beach. In 2016 Mission Hospital joined the Providence Health family of 51 hospitals. Mission Hospital has two locations, one in Mission Viejo and the other in Laguna Beach, California. It has 523 licensed beds, of which 504 are currently available. Mission Hospital has a staff of more than 2,500 and professional relationships with more than 700 local physicians. Major programs and services offered to the community include a Level II Trauma Center, cardiac care, critical care, diagnostic imaging, emergency medicine, and obstetrics.

Our Commitment to Community

Mission Hospital dedicates resources to improve the health and quality of life for the communities we serve. For more information on the resources invested to improve the health and quality of life for the communities we serve, please refer to our Annual Report to our Communities:

<https://www.providence.org/about/annual-report>.

Health Equity

At Providence, we acknowledge that all people do not have equal opportunities and access to living their fullest, healthiest lives due to systems of oppression and inequities. We are committed to ensuring health equity for all by addressing the underlying causes of racial and economic inequities and health disparities. Our Vision is “Health for a Better World,” and to achieve that we believe we must address not only the clinical care factors that determine a person’s length and quality of life, but also the social and economic factors, the physical environment, and the health behaviors that all play an active role in determining health outcomes.

To ensure that equity is foundational to our CHIP, we have developed an equity framework that outlines the best practices that each of our hospitals will implement when completing a CHIP. These practices include, but are not limited to the following:

Figure 1. Best Practices for Centering Equity in the CHIP



Community Benefit Governance

Mission Hospital demonstrates organizational commitment to the community benefit process through the allocation of staff time, financial resources, participation, and collaboration with community partners. The Community Health Investment department of Mission Hospital is responsible for coordinating the implementation of State and Federal 501r requirements.

The community is an important contributor in identifying and prioritizing initiatives for our 2024-2026 Community Health Improvement Plan. In September 2023, primary and secondary data findings were reviewed with a cross-sector group of community leaders. The 27 people who participated represented the following sectors: health care, education, government, public health, residents from high-need neighborhoods, housing agencies and other non-profit organizations. At the end of the review, participants identified their top three priority needs based on criteria provided. From this process, the top 5 needs were taken to the Mission Hospital Community Health Committee in October 2023, for further review and to identify the top three priority needs.

Mission Hospital engaged residents, non-profit leaders and educational representatives in the CHIP strategic planning process. Meetings were held from December 2023 through early 2024 to discuss and identify promising strategies to address priority areas. Internal conversations occurred across Providence’s South Division (consisting of hospitals across California) to discuss common strategies to strengthen our collective approaches. Executive Leadership and the Community Health Committee were involved in discussions throughout the process and the final CHIP was presented to the Community Health Committee for approval in Spring 2024.

Planning for the Uninsured and Underinsured

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 Mission

Hospital has a Financial Assistance Program (FAP) that provides free or discounted services to eligible patients.

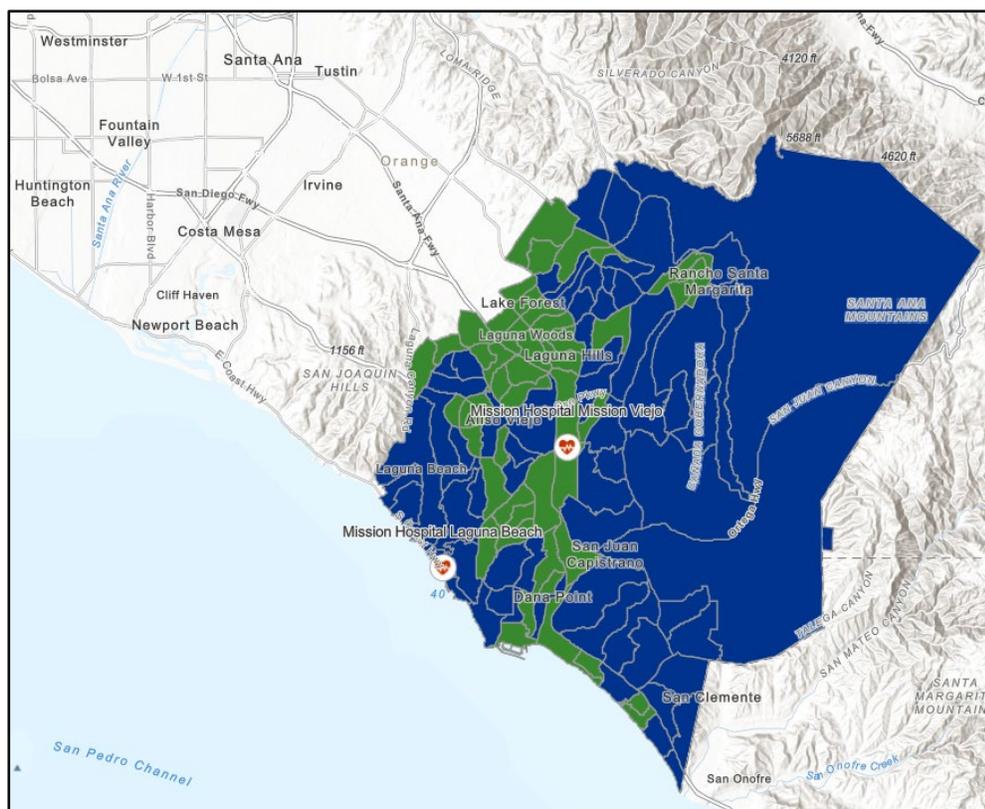
One way Mission Hospital informs the public of FAP is by posting notices. Notices are posted in high volume inpatient and outpatient service areas. Notices are also posted at locations where a patient may pay their bill. Notices include contact information on how a patient can obtain more information on financial assistance as well as where to apply for assistance. These notices are posted in English and Spanish and any other languages that are representative of 5% or greater of patients in the hospital's service area. All patients who demonstrate lack of financial coverage by third party insurers are offered an opportunity to complete the Patient Financial Assistance Application and are offered information, assistance, and referral as appropriate to government sponsored programs for which they may be eligible. For information on our Financial Assistance Program click <https://www.providence.org/obp/ca>.

OUR COMMUNITY

Description of Community Served

Mission Hospital's service area is defined as South Orange County, inclusive of 114 census tracts, based upon geographic access, other nearby hospitals, and ZIP Codes corresponding to inpatient discharges. South Orange County includes 581,000 permanent residents, representing 18% of the total Orange County population.

Figure 2. Mission Hospital's Total Service Area



To facilitate identifying health disparities and social inequities by place, we designated a “high need” service area and a “broader” service area, which together make up the South Orange County Service Area. Based on work done by the Public Health Alliance of Southern California and their [Healthy Places Index \(HPI\)](#) tool, we identified the high need service area based on income, education, English proficiency, and life expectancy.¹

¹ The following variables were used for the PNI analysis: Population below 200% the Federal Poverty Level (American Community Survey, 2021); Percent of population with at least a high school education (American Community Survey, 2021); Percent of population, ages 5 Years and older in [Limited English Households](#) (American Community Survey, 2021); Life expectancy at birth (estimates based on CDC, 2010 – 2015 data)

Community Demographics

The following demographics are from the 2021 American Community Survey, 5-year estimate.

POPULATION AND AGE DEMOGRAPHICS

Of the over 581,000 permanent residents in the total service area, roughly 43% live in the high need area, defined by lower life expectancy at birth, lower high school graduation rates, and more households at or below 200% FPL compared to census tracts in the total service area. For reference, in 2021, 200% FPL is equivalent to an annual household income of \$53,000 or less for a family of 4. These households are more likely to regularly make spending tradeoffs regarding utilities, rent, groceries, medicine, and other basic expenses. The population in Mission Hospital’s total service area makes up 18% of Orange County.

The male-to-female distribution is roughly equal across geographies. Individuals ages 18-34 and 65 and older are more likely to live in high need census tracts.

POPULATION BY RACE AND ETHNICITY

Individuals who identify as Hispanic, Asian, Black/African American, and “other” race are overrepresented in high need census tracts compared to the Mission service area overall. People identifying as white are less likely to live in high need census tracts.

SOCIOECONOMIC INDICATORS

Table 1. Income Indicators for Orange County Service Area

Indicator	Broader Service Area	High Need Service Area	Total Service Area	Orange County
Median Income <small>Data Source: 2021 American Community Survey, 5-year estimate</small>	\$144,199	\$102,029	\$126,073	\$100,429

The median income for the total service area for Mission Hospital is about \$25,000 higher than Orange County overall. There is over a \$42,000 difference in median income between Mission Hospital’s Broader Service Area and the High Need Service Area.

Full demographic and socioeconomic information for the service area can be found in the 2023 [CHNA for Mission Hospital](#).

COMMUNITY NEEDS AND ASSETS ASSESSMENT PROCESS AND RESULTS

Summary of Community Needs Assessment Process and Results

Improving the health of our communities is foundational to our Mission and deeply rooted in our heritage and purpose. Our Mission calls us to be steadfast in serving all, with a special focus on our most economically poor and vulnerable neighbors. This core belief drives the programs we build, investments we make, and strategies we implement.

Knowing where to focus our resources starts with our Community Health Needs Assessment (CHNA), an opportunity in which we engage the community every three years to help us identify and prioritize the most pressing needs, assets, and opportunities.

In 2023, Mission Hospital, St. Joseph Hospital Orange, and St. Jude Medical Center collaborated to conduct an Orange County-wide assessment of community needs and strengths. Over the course of six months, seven focus groups were held with different micro-communities, a key informant survey was implemented, individual sessions were held with each hospital's executive leadership team, and hospital caregivers had an opportunity to provide input on priority areas.

Significant Community Health Needs Prioritized

In the priority-setting process at Mission Hospital, a special community listening, and recommendation session was held with 29 individuals representing a cross-sector of non-profits, residents, healthcare leaders and the health care agency. The community health committee met to review those recommendations in mid-October 2023 and made final decisions based on identified criteria. The 2023 CHNA was approved by the MH Community Health Committee on November 14, 2023.

The following criteria were used in the prioritization process:

- Worsening trend over time
- Disproportionate impact on low income and/or Black/African American, Brown, Indigenous, and People of Color (BBIPOC) communities
- Providence service area/high need service area rates worse than state average and/or national benchmarks
- Opportunity to impact organizational commitment, partnership, severity, and/or scale of need
- Alignment with existing System priorities

2023 PRIORITY NEEDS

The list below summarizes the significant health needs identified through the 2023 Community Health Needs Assessment process (listed in alphabetical order):

ACCESS TO CARE

Access to care goes beyond medical care, and includes dental, vision, primary care, transportation, culturally appropriate care, and care coordination. People without insurance are less likely to have a primary care provider, and they may not be able to afford the health care services and medications they need. Strategies to increase insurance coverage rates are critical for making sure more people get important health care services, like preventive care and treatment for chronic illnesses.

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Needs Beyond the Hospital's Service Program

No hospital facility can address all of the health needs present in its community. We are committed to continuing our Mission through partnering with like-minded partners with the capacity and expertise to address the needs of Orange County residents and when possible, by funding other non-profits through our internal funding program.

Furthermore, Providence Mission Hospital will endorse local non-profit partners who apply for funding through the St. Joseph Community Partnership Fund. Organizations that receive funding provide specific services and resources to meet the identified needs of underserved communities throughout the Orange County service area.

The following community health needs identified in the ministry CHNA will not be addressed due to limited funds and capacity and to ensure a focused approach to the three CHIP priorities. An explanation is provided below:

- ***Culturally and linguistically concordant services:*** While this was not selected as a priority issue, Mission Hospital works to integrate culturally and linguistically concordant services in its community-based programming as well as provides interpreter services for multiple languages in its hospital-based settings.
- ***Isolation:*** Mission Hospital does not directly address issues of isolation in the community; however, it works with local organizations who address this through community building and other community-based outreach.
- ***Housing:*** Mission Hospital does not directly address housing; however, we partner with several South County organizations with expertise in housing.
- ***Access to safe, reliable, affordable transportation:*** Mission Hospital currently funds Age Well Senior Services to provide senior non-emergency transportation.
- ***Access to dental care:*** Mission Hospital does not directly provide dental services; however, we partner with local Federally Qualified Health Centers who offer this service.
- ***Aging concerns and issues:*** Compared to other priorities facing the community, this issue was not selected. Mission Hospital funds Age Well Senior Services to provide non-emergency medical transportation to those needing access to medical services in South Orange County.
- ***Food insecurity:*** Mission Hospital does not directly address food insecurity; however, we partner with community organizations that help to address this issue.
- ***Domestic violence, child abuse/neglect:*** Mission Hospital does not directly address domestic violence; however, we partner with community organizations who specialize in domestic violence and child abuse/neglect through our operation of two-Family Resource Centers.

In addition, Providence Mission Hospital will collaborate with local organizations that address the aforementioned community needs to coordinate care and referrals to address these unmet needs.

COMMUNITY HEALTH IMPROVEMENT PLAN

Summary of Community Health Improvement Planning Process

The development of the Community Health Improvement Plan (CHIP) occurred in early 2024 and incorporated feedback from community partners, Community Health Investment caregivers and leadership, and was conducted in tandem with the Orange County Health Care Agency’s CHIP development process. In creating the plans, Providence Mission Hospital incorporated evidence-based practices, considered programs currently addressing prioritized needs, and reviewed internal resources to contribute toward new goals.

The CHIP was presented and approved by the Providence Mission Hospital Community Health Committee on March 26, 2024.

Addressing the Needs of the Community: 2024- 2026 Key Community Benefit Initiatives and Evaluation Plan

COMMUNITY NEED ADDRESSED #1: ACCESS TO CARE

Population Served

Underserved, uninsured/underinsured communities in Central Orange County

Long-Term Goal(s)/ Vision

- To improve access to health care and preventive resources for people with low incomes and those uninsured by deploying programs to assist with navigating the health care system.
- To ease the way for people to access appropriate and culturally responsive levels of care at the right time.

Strategies

Table 2. Strategies and Strategy Measures for Addressing Access to Care

Strategy	Population Served	Measure	Baseline	2026 Target
Ensure seamless transition to Medi-Cal/CalOptima & Increase primary care through local FQHC partnerships	Newly Medi-Cal eligible FQHC patient population. Uninsured and underinsured residents in South OC	# people enrolled in health insurance through FRCs # unique patients served annually Total # of visits annually FQHC patients enrolled in health insurance	1,163 people enrolled in 2023 2022: 15,673 2022: 63,848 9% conversion rate as of July 2023	3,300 people enrolled 45% of eligible FQHC patients will be enrolled.

Strategy	Population Served	Measure	Baseline	2026 Target
Educate residents/patients about Financial Assistance Program (FAP)	Low-income, under-resourced residents	# people educated increase in FAP utilization at FRC and other community events	0	1,800
Support Avoidable ED Navigation Program to provide comprehensive intervention	Medi-Cal /CalOptima patients	# of patients with AED visits supported by Community Care Navigator (CCN) clients	215	600
Post-Discharge Bridge Housing Program which includes services to transition clients to housing and connecting them to social support services	Clients served through bridge housing program	# people served	77 clients	100-250
Strengthen resident empowerment through Community Building Initiatives	Low-income Family Resource Center clients	# residents engaged in community action committees	24	30
		# activities completed by resident groups annually	12	15
Continue SouthOC for All collaborative	Residents & neighborhoods identified through the collaborative	# partners engaged	10	25
		System/ neighborhood changes made as a result of collaborative efforts	2	4

Evidence Based Sources

- Strategies for expanding health insurance coverage in vulnerable populations - [Healthy People 2030 | health.gov](#)
- County Health Rankings and Roadmaps Evidence-based Strategies: [What Works for Health](#)

Resource Commitment

\$2.3 million per year in operating and staffing support for all access to care initiatives in 2024-2026.

Key Community Partners

Camino Health Center, CalOptima/CalAIM, Kaiser, CHIOC, Coalition of Community Health Centers, Laguna Beach Community Clinic, South OC for All collaborative partners, UNIDOS South OC, CHEC & SOC Family Resource Centers, St. Joseph Community Partnership Fund

COMMUNITY NEED ADDRESSED #2: BEHAVIORAL HEALTH

Population Served

Underserved residents living in South Orange County

Long-Term Goals

- To ensure equitable access to high-quality, culturally responsive, and linguistically appropriate mental/behavioral health services, especially for populations who are on the margins and are low income.
- Reduce mental health stigma in the community.
- Decrease 30-day ATOD usage rates by 9th and 11th grade teens in targeted high schools

Strategies for three-year plan

Table 3. Strategies and Strategy Measures for Addressing Behavioral Health

Strategy	Population Served	Measure	Baseline	2026 Target
Promote Each Mind Matters Campaign/Green Bench OC among community partners	Low-income communities with an emphasis in Latino and Vietnamese households.	# of residents active on the EMM & Green Bench OC social media sites # of new green benches installed in key/high traffic locations.	4,005 active residents in 2023 29 green benches since 2021	12,000 residents engaging in social media sites. 5-10 additional green benches installed.
Expand MAT Program in Emergency Department by promoting free Naloxone Program.	Patients with opioid use disorder	# of patients and/or community at large who receive Naloxone prescription in the ED.	450 patients served in 2023	1,350 patients/community members served
Provide mental health services (including therapeutic, psychoeducational, or psychiatric, or	Low-income residents with an emphasis on Latino families	# unique clients served annually % of clients who complete >6 therapeutic sessions	FY23: 641 No baseline	700 85%

Strategy	Population Served	Measure	Baseline	2026 Target
support group services) served through the Family Resource Centers		Reduction in GAD7 scores for patients completing at least 6 sessions	FY23: 72.9%	80%
		Reduction in PHQ9 scores for clients completing at least 6 sessions	FY23: 79.4%	80%
Provide free psychiatry services	FRC clients needing psychiatry support	# of patients who receive psychiatric evaluation and medication management.	100 unique patients 110 encounters	300 unique patients; 325 encounters
Implement Youth Substance Use Prevention Program	Youth	30-day ATOD usage rates ² (per CHKS ³ survey data)	LBUSD 2019/20: 9th - 20% 11th - 36% CUSD 2019/20: 9th - 11% 11th - 27%	5% overall decrease LBUSD: 9th - 19% 11th - 34% CUSD 9th - 10% 11th - 26%

Evidence Based Sources

- Psychological therapies for women who experience intimate partner violence - [Healthy People 2030 | health.gov](#)
- Tobacco Use: Community Mobilization with Additional Interventions to Restrict Minors' Access to Tobacco Products - [Healthy People 2030 | health.gov](#)
- Fostering Healthy Mental, Emotional, and Behavioral Development in Children and Youth: A National Agenda (2019) - [Healthy People 2030 | health.gov](#)

Resource Commitment

\$1.2 million per year in operating and staffing support for all mental health/substance use initiatives in 2024-2026.

² ATOD: Alcohol, Tobacco and Other Drugs
³ CHKS: California Health Kids Survey

Key Community Partners

Capistrano & Laguna Beach Unified School Districts, Saddleback College, partners working within the CHEC & South Orange County Family Resource Centers, St. Jude Medical Center, St. Joseph Hospital Orange, Westbound Communications, Limerent Communications

COMMUNITY NEED ADDRESSED #3: ECONOMIC SECURITY

Population Served

Underserved residents living in South Orange County

Long-Term Goal(s)/ Vision

- To ensure all people can be economically secure (i.e., afford to meet their basic needs) by providing support services and addressing systemic barriers, with focus populations including people with a preferred language other than English and young adults.
- Increase the number of people who report having access to supportive services in their preferred language related to education, employment, and income.

Strategies

Table 4. Activities and Measures for Addressing Economic Insecurity

Strategy	Population Served	Measures	Baseline	2026 Target
Increase enrollment levels in training and skill development opportunities.	Family Resource Center clients	# people completing job training and skill development programs annually through the FRCs	New service	100 annually
Increase enrollment levels in financial empowerment programs for those impacted by economic disparities.	Family Resource Center clients	# people completing programs	New service	TBD
Implement the COPE Health Scholars Program	College students in South Orange County	# of scholars participating per year	FY23: 213	350
Partner with TGR Foundation to promote	11 th and 12 th grade High school	# of students participating in	125 students in 2023	200-300 students

health care workforce development	students in the Anaheim Union High School District	the healthcare career pathways program		participate in the healthcare pathways program.
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Evidence Based Sources

- Healthy People 2030 Evidence-Based Resources: <https://health.gov/healthypeople/tools-action/browse-evidence-based-resources>

Resource Commitment

\$1 million per year in operating and staffing support for all economic stability initiatives in 2024-2026.

Key Community Partners

Saddleback College, South OC for All collaborative partners, Breakthrough SJC, CHEC & SOC Family Resource Center partners Boys and Girls Club-Laguna Beach, Coalition for Immigrant Rights (CHIRLA), Community Health Initiative OC (CHIOC), Congregation of the Sisters of St. Joseph, (CLUE), COPE Health Scholars Program, Family Assistance Ministries, Families Forward, Friendship Shelter, Cielo, Orange County United Way

Other Community Benefit Programs

Table 5. Other Community Benefit Programs in Response to Community Needs

Community Need Addressed	Program Name	Description	Population Served (Low Income, Vulnerable or Broader Community)
Access to Care/Behavioral Health/Economic Security	Family Resource Centers	Two Family Resource Centers (FRC) are managed in the community to provide access to social services for community members with limited resources. Both FRCs are part of the Families and Communities Together (FaCT) platform. FaCT is a network of 16 Family Resource Centers located throughout Orange County’s highest-risk communities providing essential family support services, education and resources. Our services are aimed at addressing current community needs. Both FRCs are family-friendly, community-based	Low-income and vulnerable

		<p>sites that provide access to comprehensive services for all families.</p> <p>The following services are provided: Mental Health services, Skills for Life programs, Health Insurance and Social Programs Enrollment and Counseling, Parenting Support & Education, Parent/Child classes, Family Advocacy, Information & Resource Services, Personal Empowerment Programs, Community Engagement and Leadership, Legal Counseling, Adult English as a Second Language classes, Limited emergency financial assistance, Children's Programming, Support Groups, Family Bonding workshops, Food Distributions, and seasonal programs.</p> <p>These centers are lifelines for many people in the community and serve as a much-needed linkage to community programs. Just with our monthly food distribution we provide a highly needed service to 140-180 families every month. Partnerships continue with non-profit agencies, including newer relationships with: Children Bureau, Community Health Initiative of Orange County, Families Assistance Ministries, Human Options, Public Law Center, Olive Crest, Saddleback College, the Coalition of Community Health Centers, Orange County Social Services and we continue to seek new partnerships based on community needs.</p>	
Access to Care	Trauma Education Programs	As a Level 2 trauma center, Mission Hospital provides critical education to the community on a variety of trauma-related topics. This education is often conducted in the community to support awareness, education, and ultimately protect our residents from behaviors that lead to traumatic events.	Broad Community

Economic Stability	St. Joseph Worker Program	Mission Hospital is proud to partner with the Sisters of St. Joseph in implementing the St. Joseph Worker Program, a 10-month formation and service-oriented program for young women interested in exploring social services and/or the medical field. The St. Joseph Workers become an extension of the community health team to provide needed services to our under-resourced community.	Low income and vulnerable
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2024- 2026 CHIP GOVERNANCE APPROVAL

This Community Health Improvement Plan was adopted by the Community Health Committee of the hospital on March 26, 2024. The final report was made widely available by May 15, 2024.

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To request a printed copy free of charge, provide comments, or view electronic copies of current and previous Community Health Improvement Plans please email CHI@providence.org.