



**Fiscal Year 2013 COMMUNITY BENEFIT REPORT
PROGRESS ON FY12 - FY14 CB PLAN/IMPLEMENTATION STRATEGY REPORT**

St.JosephHealth 
Mission Hospital

TABLE OF CONTENTS

EXECUTIVE SUMMARY	3
MISSION, VISION AND VALUES	3
INTRODUCTION – WHO WE ARE AND WHY WE EXIST	6
ORGANIZATIONAL COMMITMENT	7
Community Benefit Governance and Management Structure	
PLANNING FOR THE UNINSURED AND UNDERINSURED	8
Patient Financial Assistance Program	
COMMUNITY	
Defining the Community	8
COMMUNITY NEEDS & ASSETS ASSESSMENT PROCESS AND RESULTS	11
Summary of Community Needs and Assets Assessment Process and Results	
Identification and Selection of DUHN Communities	
Priority Community Health Needs	
COMMUNITY BENEFIT PLANNING PROCESS	14
Summary of Community Benefit Planning Process	
Addressing the Needs of the Community: FY12 – FY14 Key Community Benefit Initiatives and Evaluation Plan	
Other Community Benefit Programs and Evaluation Plan	
FY13 COMMUNITY BENEFIT INVESTMENT	36
Telling Our Community Benefit Story: Non-Financial ¹ Summary of Accomplishments	

¹ Non-financial summary of accomplishments are referred to in SB 697 as non-quantifiable benefits.

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 Exist

Mission Hospital provides south Orange County communities with access to advanced care 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 Orange 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, Mission Hospital is one of 14 not-for-profit hospitals sponsored by the St. Joseph Health Ministry. For more information, visit mission4health.com.

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.

In Fiscal Year 2013, we contributed \$41.4 million in community benefit investment, a 14% percent decrease from Fiscal Year 2012 (FY12 community benefit investment increased to \$47.2 Million based on year-end audit adjustments); and an additional \$45.3 million in unreimbursed cost of Medicare.

Overview of Community Needs and Assets Assessment

Our health needs and assets assessment conducted every three years (most recently in FY11) encompasses a multi-faceted approach to obtaining and understanding the dynamic health needs of our community. We utilize telephone surveys, stakeholder panels, and resident focus groups to

obtain feedback from a wide variety of residents as well as a discernment process to understand leading community priorities in the areas of community health and quality of life. We partner with residents and local agencies, school districts and city officials to create community benefit plans that help to meet the needs of our local communities.

Community Plan Priorities/Implementation Strategies

Listed in alphabetical order are our community benefit priorities for FY12-FY14.

- **Increasing Support for Affordable Homes:** The focus of this initiative is to increase public support for affordable homes in South Orange County, with a special focus on the cities of Lake Forest, San Clemente, Dana Point, San Juan Capistrano and Mission Viejo². 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 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 Services:** In FY13, 79% of our clients experienced a clinically significant change in depression. We hosted eight (8) mental health interns and increased our capacity to provide mental health services over the previous year. For clients that completed their mental health treatment, 97% 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. FY13 focused primarily on the adoption of a Social Host Ordinance in the City of Laguna Beach as well as piloting the Raising Thriving Kids program in collaboration with Laguna Beach Unified School District and the Boys & Girls Club of Laguna Beach.

² In FY13, the Affordable Homes Initiative was revised from its original focus of "Increasing Affordable Homes" due to economic decline beginning in 2010, elimination of Redevelopment Funds at the municipal level and reduction in partner agency resources.

INTRODUCTION

Who We Are and Why We Exist

Mission Hospital has a lengthy history of community service to the residents of south Orange County. As a member of the Saint Joseph Health, we are committed to improving the health and quality of life of the people in the community we serve. The values of Dignity, Excellence, Service, and Justice are the guiding principles direct our 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 for the medically underserved and 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. Our campus 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. We also offer the highest level of care in orthopedics, rehabilitation, cancer, spine and vascular services. Our Laguna Beach campus provides services include 24-hour emergency, intensive and medical-surgical care as well as behavioral health and 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. We are 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.

In FY13 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 improving clinical effectiveness for depression services, preventing childhood obesity, affordable homes and reducing youth alcohol & substance Use in Laguna Beach. All of these initiatives have sustained a collaborative that engages the community and maximizes existing community resources.

In Fiscal Year 2013, we contributed \$25.86 million in community benefit investment, a 45% percent decrease from Fiscal Year 2012 (FY12 community benefit investment increased to \$47.2 Million based on year-end audit adjustments); and an additional \$45.3 million in unreimbursed cost of Medicare.

ORGANIZATIONAL COMMITMENT

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. Separately, several committee members work on individual Community Benefit projects throughout the year, to provide unique perspective and insight to the Community Benefit staff.

The Director of Community Benefit presented to the Board of Trustees in February 2013, 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.

PLANNING FOR THE UNINSURED AND UNDERINSURED

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, Mission Hospital has a **Patient Financial Assistance Program (FAP)** that provides free or discounted services to eligible patients. In FY13, our ministry, provided **\$5,887,000** in charity care and **6,977** encounters.

One way St. Joseph Health, 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.

COMMUNITY

Defining the Community

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 Laguna Beach campus was purchased in July 2009). The hospital's service area extends from the junction of the 405

and 5
freeways in
the north to
Camp
Pendleton in
the south.
Geographic
ally, 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 \$92,124 compared to the Orange County median household income of \$58,605 (US Census Quick Facts). The average household size is 2.70 compared to the Orange County wide household size of 3.00.

Demographically, the area is primarily Caucasian (78%), with the Hispanic population growing to 19.2%.

Community Served

Description of the community served and how it was determined.

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 use two tools provided by St. Joseph Health System. The first tool, The Community Need Index (CNI) was developed by Catholic Healthcare West (CHW) and Solucient (an information products

company). 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.

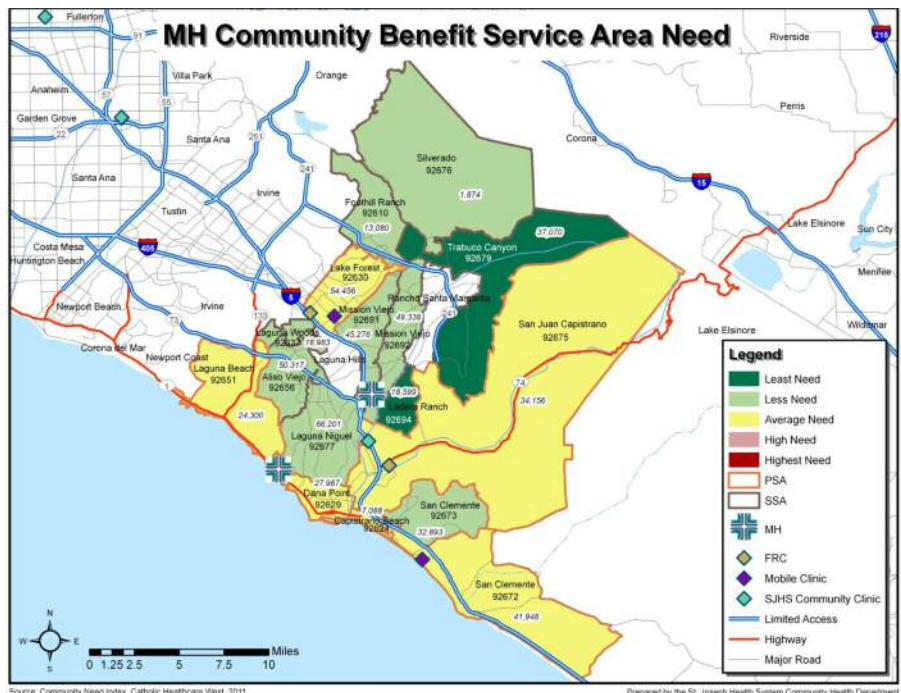
Color-Coded Maps

- **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) was developed by the Urban & Metropolitan Studies Program at the Nelson A. Rockefeller Institute of Government. IHI aggregates six socioeconomic indicators that contribute to health disparities:

In addition, we further distinguished local data by block level within each city.

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's Executive Team and the Community Benefit Committee.

COMMUNITY NEEDS ASSESSMENT PROCESS AND RESULTS

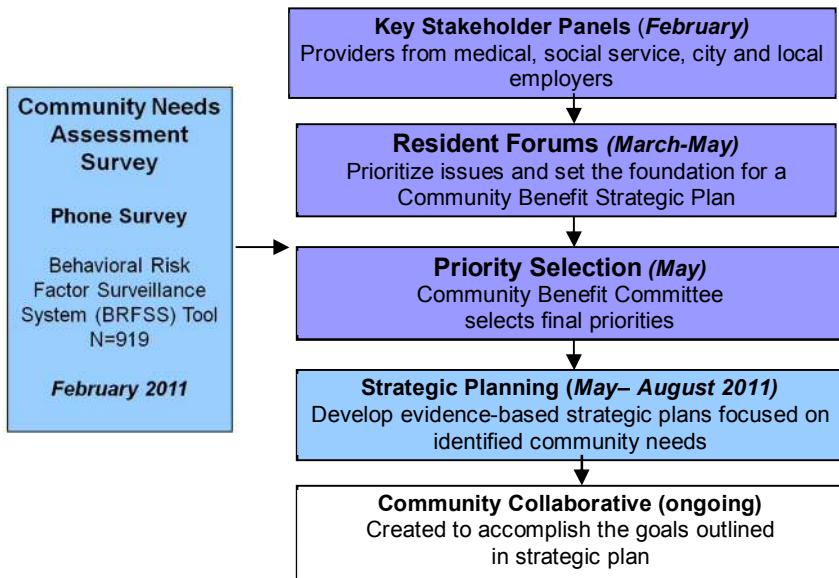
Summary of Community Needs Assessment Process and Results

METHODOLOGY

Analytic Methods Used

Mission Hospital conducted its Community Health Needs Assessment in the cities of San Clemente, San Juan Capistrano and Lake Forest between February and May 2011 (Laguna Beach needs assessment was conducted in 2010 just after purchasing South Coast Medical Center in July 2009). The chart to the right visually describes our process used in conducting the needs assessment and creating the strategic plans that respond to the community needs. The following

information will focus on our most recent survey conducted in 2011, as the process was similar to our Laguna Beach assessment conducted the year prior. See Appendix 5 for complete information regarding the Laguna Beach survey and its results.

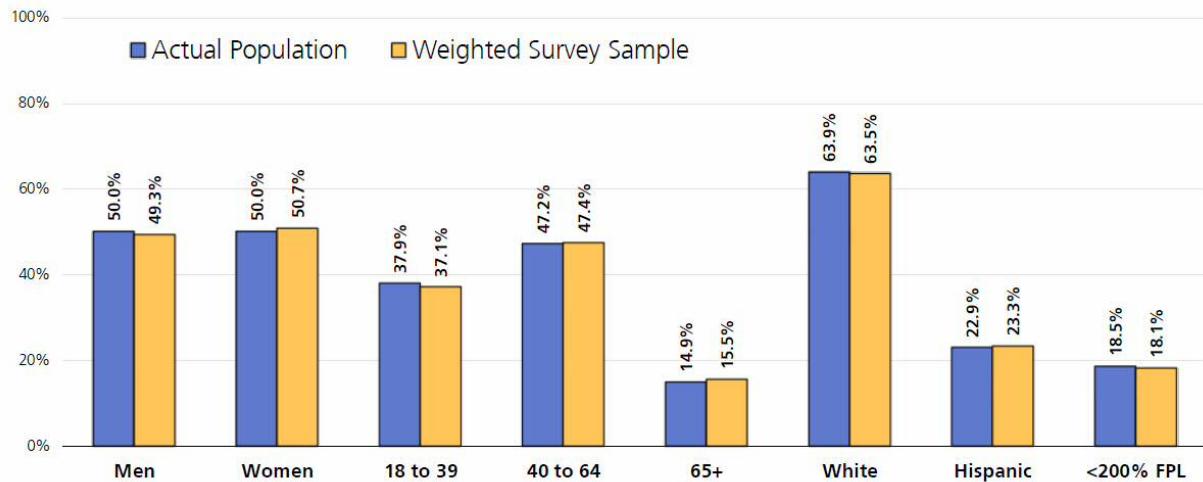


Telephone Survey

Professional Research Consultants (PRC) conducted a 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 between January and April 2011. The survey was modeled after the Centers for Disease Control's (CDC) Behavioral Risk Factor Surveillance System, which enables to benchmark local results to statewide and national data. PRC completed 919 random phone interviews with adults from San Clemente (n: 326), San Juan Capistrano (n: 300) and Lake Forest (n: 293). These three cities had the largest concentration of residents with high need. Sample size was demographically representative of each of the communities. Validity of results is at a 95% confidence level (and 95% when looking at city-specific data).

Population & Sample Characteristics

(Overall, 2011)



Sources:

- Census 2000, Summary File 3 (SF 3). US Census Bureau.
- 2011 PRC Community Health Survey, Professional Research Consultants, Inc.

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.

Community/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 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 is a determinant to health disparity and quality of life.

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

COMMUNITY BENEFIT PLANNING PROCESS

Prioritization Process and Criteria

When determining which priorities Mission Hospital would base its coming 3-year Community Benefit plan, we considered the following criteria:

- Relative prevalence of health and quality of life issues in each community (PRC and resident forum data), including whether local residents identify the topic as an issue and has a perceived sense of importance within the community
- Scope of the issue – prevalence and trends in the community when compared to state or national data
- Seriousness – and consequences if left unaddressed
- Availability of community resources to assist in addressing the issue
- Overall alignment with hospital goals and strategic priorities
- Alignment in managing charity care costs

In addition to the above criteria, the Community Benefit Committee also used the following lens to select and prioritize initiatives:

- High impact on poor/vulnerable
- Identified by resident forums and/or PRC data
- At least one issue must address a Quality of Life concern
- Partners/momentum exist to work collaboratively
- There exists a reasonable outcome
- Mission Hospital has capacity/resources to lead
- Alternative resources are not available to lead

Based on these criteria and using all of the data collected through PRC survey, Key Stakeholder Panels and resident forums, the decision was made to focus on four primary initiatives for the coming FY12 – FY14 Community Benefit Plan:

Affordable Homes (Quality of Life concern):

The cost of affordable homes in south Orange County is extremely high, with the average monthly mortgage being \$2,000 and average rent at \$1,600. In the 2011 Health Needs Assessment, over 33% of low-income residents stated they have considered leaving the area because of the price of housing. In our high need areas, 25% stated they were usually or always worried about being able to make their rent. And 30% of these same residents state that they share housing costs with another person to decrease expenses. Fair Market Rent for a 2 bedroom rental unit is \$1,594, an increase of 61% since 2000 (Source: National Low Income Housing Coalition)

A renter household needs an annual income of \$63,760 (\$30.65 hourly wage) to rent an average two-bedroom apartment without exceeding the HUD-recommended 30% of income on housing. For an extremely low income family, a monthly home expense of \$654 or less is considered affordable but the FMR for a 2 bedroom is \$1,594. An Orange County minimum wage worker would have to work 153 hours per week to rent a two-bedroom apartment at FMR.

Examples of wages of common service providers: teachers (at Step 5) = \$55K - \$79K, firemen = \$48k -\$88k, Assoc. City Planner = \$65K. if we are unable to create affordable homes in South County, the communities will struggle to fill the most essential positions that serve the local residents.

Access to Affordable Homes was identified as a top priority community issue in both our 2008 and 2011 Community Health Needs Assessment. As part of our values, we advocate for systems and structures that are attune to the needs of the vulnerable and disadvantaged. Many of our most vulnerable families cannot afford to pay for a decent place to live in South County and there is not enough supply of homes that are affordable to mid to very low income families (including many of our own Mission Hospital employees). To focus on Affordable Homes is also good for the economy and our business. We are able to recruit the best of the country and encourage them to move in our area.

Childhood Obesity (a SJH-wide initiative):

National trends indicate that childhood obesity continues to be on the rise. The 2011 Community Health Needs Assessment data indicates that in the past three years, San Juan Capistrano and San Clemente obesity rates have maintained without a significant increase, in part because of the strategically focused education, programming, and presence of Mission Hospital's obesity prevention activities.

Obesity rates in Orange County range between 13 – 36%. Community Health Needs Assessment indicates that in Lake Forest, rates are as high as 26% among high-need families, compared to 13.4% in the City of Aliso Viejo. Obesity is a leading cause of many chronic conditions including cancer, heart disease and diabetes. Today's generation of youth are being diagnosed with Type II Diabetes, typically only seen in adults. Because of the growing population of youth with Type II Diabetes, high cholesterol and blood pressure, many healthcare experts believe that today's generation may have a shorter lifespan of current adults.

Childhood Obesity was identified as a top priority community issue in 2008 and again during the 2011 needs assessment. In addition, the St. Joseph Health System has identified Childhood Obesity as a health system-wide initiative, where all 15 ministries across three states will focus on this issue to help prevent the long-term effects of obesity and protect our next generation of residents.

Depression:

Depression continues to be one of the key needs in both the 2008 and 2011 health needs assessments. With prolonged and severe depression, regular daily activities may be impacted and prevent people from working, taking their children to school, and general self-care. The proportion of those who experience depression is higher in low-income areas than the broader community. 40% of respondents in the 2011 health needs assessment reported that their mental health was not good for at least one day in the last month, and when looking at those who responded "not good for 3+ days", more respondents live in our high need neighborhoods. In addition, over 18% of the total population reported they experience symptoms of chronic depression.

Untreated clinical depression is a serious problem. Untreated depression increases the chance of risky behaviors such as drug or alcohol addiction. It also can ruin relationships, cause problems at work, make it difficult to overcome serious illnesses, and even result in. Clinical depression, also

known as major depression, is an illness that involves the body, mood, and thoughts. Clinical depression affects the way you eat and sleep. It affects the way you feel about yourself and those around you. It even affects your thoughts. People who are depressed cannot simply “pull themselves together” and be cured. Without proper treatment, including antidepressants and/or psychotherapy, untreated clinical depression can last for weeks, months, or years. Appropriate treatment, however, can help most people with depression.

This initiative will focus on improving clinical outcomes for residents seeking services for depression at our two Family Resource Centers. Because the Family Resource Centers has historically had a long wait list for mental health counseling services and a FY09-11 initiatives focused on Access to Services for Depression, the decision was made to determine how we could better impact our services at the FRC as well as improve performance.

Youth Alcohol & Substance Use Prevention (as identified in the 2010 Laguna Beach Health Needs Assessment):

Youth alcohol/substance use is a serious problem that affects the community on multiple levels; the most serious is a recent death of a Laguna Beach high school student who had overdosed. In addition, use of alcohol contributes to poor grades and other health risks, including drunk driving, which impacts community members of all ages. By not addressing this issue on a community-wide basis, the youth of Laguna Beach will continue current risky behaviors which may ultimately impact their success in life. Research shows that the rate of alcohol use in previous 30 days increases from 5% at 12 years of age to 43% at 17 years of age. In youth 12-17, use of one substance substantially increases likelihood of using other substances. Among the 23% of youth ages 12-17 who report using alcohol, level of marijuana use was 32% and level of drug selling was 23%.³

Ninth grade youth in Laguna Beach report through the California Healthy Kids Survey that 35% have consumed alcohol within the last 30 days (vs. 23% county-wide). This is a marked increase from 7th graders asked the same question. Laguna Beach has the highest rate of alcohol/drug use in Orange County and the community had begun efforts to address this issue one year prior to Mission purchasing the Laguna Beach campus. During focus groups and informal key informant meetings, residents all spoke to the concern for youth and the desire to address this more formally.

³ US Office of Juvenile Justice and Delinquency Prevention, 2008.

Collaborative Agencies

We have a broad network of agencies with whom we collaborate on a regular basis. Because of these relationships, we were able to gain insight and feedback during the needs assessment process from the following agencies:

- **Orange County Congregation Community Organization (OCCCO)**
- **Camino Health Center**
- **City of Lake Forest**
- **City of San Clemente**
- **CREER, Comunidad y Familia**
- **Family Assistance Ministry**
- **Las Palmas Elementary School**
- **Marco Forster Middle School**
- **Mission Basilica**
- **Orange County Human Relation (OCHR)**
- **Ralph A. Gates Elementary School**
- **Raise Foundation**

Collaboration ranged from promoting resident focus groups, identifying key informants to participate in panel discussions and working together to create strategic plans once the needs assessment was completed.

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

St. Joseph Health, Mission Hospital anticipates that implementation strategies may change and therefore a flexible approach is best suited for the development of its response to the CHNA. For example, certain community health needs may become more pronounced and require changes to the initiatives identified in the enclosed CB Plan/ Implementation Strategy report.

Identification and Selection of DUHN Communities

Communities with Disproportionate Unmet Health Needs (DUHN) are communities defined by zip codes and census tracts where there is a higher prevalence or severity for a particular health concern than the general population within our ministry service area.

DUHN Group and Key Community Needs and Assets Summary Table

DUHN Population Group or Community	Key Community Needs	Key Community Assets
Residents with incomes under 300% of Federal Poverty Level (across all three cities)	<ul style="list-style-type: none"> • 27% report chronic depression (vs. 15% general population) • Diabetes rates higher • Ability to obtain fresh fruits/vegetables at an affordable price (45% vs. 7%) • Higher rates of overweight/obesity • Less leisure time (21% vs. 10%) • Lack of health insurance (40% vs. 10%) • 65% have usual source of primary care (vs. 85%) • 66% Housing > 1 family in one home compared to general pop • 23% have no education beyond high school (vs. 10%) • 46% have not achieved their educational/career goals • Only 61% have educational goals for their child to include college (a 30% difference compared to general pop) 	
San Juan Capistrano high-need neighborhoods	<ul style="list-style-type: none"> • Higher rates of obesity (30% vs. 14% general pop) • Transportation a significant barrier (15% vs. 4% general pop) • Usual source of primary care much lower (51% vs. 85% general pop) • Availability of fresh produce at an affordable price • Experienced symptoms of chronic depression (27% vs. 12% general pop) 	<ul style="list-style-type: none"> • Camino Health Center • Mission Basilica • CHEC Family Resource Center • Boys & Girls Club • San Juan Capistrano Senior & Community Center • CUSD Adult School • Kinoshita Farms • Ecology Center
San Clemente high-need neighborhoods	<ul style="list-style-type: none"> • Higher skin cancer rates • Significantly higher rates of domestic violence (15% vs. 7% general pop) • Transportation a significant barrier • 36% share housing costs (vs. 10% general pop) 	<ul style="list-style-type: none"> • Saddleback Hospital • San Clemente Senior Center • Boys & Girls Club • San Clemente Community Center • Mary Erickson Housing

DUHN Population Group or Community	Key Community Needs	Key Community Assets
	<ul style="list-style-type: none"> • Higher rates of binge drinking 	<ul style="list-style-type: none"> • San Clemente Community Resource Center • Family Assistance Ministry • Henderson House • iHope
Laguna Beach	<ul style="list-style-type: none"> • 85% of residents rate the availability of affordable housing as “fair” or “poor” (US=50%). • Higher rates of senior population and isolated seniors • High rate of homeless 	<ul style="list-style-type: none"> • Laguna Beach Community Clinic • Laguna Beach Senior & Community Center • Boys & Girls Club of Laguna Beach • Laguna Beach Community Coalition • Laguna Resource Center • Mission Hospital Laguna Beach • Alternative Sleeping Location (ASL Homeless Shelter) • Friendship Shelter • Helping Hands Worldwide
Laguna Beach Homeless Population	<ul style="list-style-type: none"> • 51% of unsheltered homeless report health is fair/poor (vs. 8% general pop) • 54% report limitation in physical, mental or emotional problem (vs. 24% general pop) • 17% diagnosed with heart disease (vs. 5% general pop) • Fair/Poor mental health rated by 35% (vs. 8% general pop) • Chronic depression experienced by 62% (vs. 24% general pop) • 46% had drinking/drug problem (vs. 2% general pop) • 71% have no form of health insurance, including government sponsored programs (vs. 13% general pop) • The #1 need identified by the homeless during interviews was jobs/job skills 	<ul style="list-style-type: none"> • Same as above
Lake Forest high-need neighborhoods	<ul style="list-style-type: none"> • Higher rates of poor mental health (18% vs. 6% general pop) • Much lower consumption of fresh fruits/vegetables (20% lower than general pop) 	<ul style="list-style-type: none"> • Lake Forest Community Center • South Orange County Family Resource Center • PEACE Center at Saddleback Church

DUHN Population Group or Community	Key Community Needs	Key Community Assets
	<ul style="list-style-type: none"> More fast food consumption compared to general population 21% Unable to purchase needed prescription medication due to cost (vs. 10% general population) 	<ul style="list-style-type: none"> Women, Infant & Children's Clinic (WIC)

PRIORITY COMMUNITY HEALTH NEEDS

Figure 1 describes the community health needs identified through the SJH, Mission Hospital CHNA. Those needs that the hospital does not plan to address are noted⁴.

Figure 1.

Health Needs Identified through CHNA	Plan to Address
Access to Healthcare	
Lack of insurance & insurance instability	Yes
Having a "medical home"	Yes
Transportation (a priority issue identified in the key informant panels)	Yes
Heart Disease & Stroke	
High cholesterol	No
Housing	
Affordable housing	Yes
Homeless programs and shelters	Yes
Immunizations	
Influenza/pneumonia vaccination	Yes
Physical Activity	
Use of parks/recreational facilities	Yes
Mental Health	
Service availability and access were priority issues identified in the key informant panels	Yes
Substance Abuse	
Alcohol use	Yes

Lack of Insurance & Insurance Stability: Mission Hospital was instrumental in the development of the Children's Health Initiative of Orange County (CHIOC), who helps enroll low income children in appropriate health insurance programs.

Mission Hospital supports CHIOC through a partnership with the hospital's Family Resource Centers (FRCs). CHIOC and the FRCs work closely to enroll children and adults into available programs.

⁴ A number of community health needs are already addressed by other organizations and will not be addressed in the implementation plan report.

Establishing a Medical Home: This need is addressed through our support of Camino Health Center, south Orange County's only community clinic. Camino Health Center was purchased by the Sisters of St. Joseph of Orange in 1994 in conjunction with the purchase of Mission Hospital. The hospital has financially supported Camino annually with a contribution that ranges from \$1.6 - \$1.9 million through its Care for the Poor funds. While Camino became a free-standing non-profit in 2010 to expand its services as a Federally Qualified Health Center, Mission Hospital continues to support the Center with a significant financial contribution and shared services agreements.

Transportation: South Orange County has challenging public transportation systems that do not meet the needs of many demographics. To respond to this need, Mission Hospital has partnered with Age Well Senior Services, the south Orange County contractor for Non Emergency Medical Transportation Services for the elderly. With this partnership, seniors 60 and older are able to arrange for free transportation to both of Mission Hospital's campuses in Mission Viejo or Laguna Beach to obtain needed medical services. There are no limits to the number of rides available to a senior and a companion may ride along free of charge. With the vast health care services offered at both campuses, seniors gain access to needed medical attention without having to worry about transportation.

Use of parks/recreational facilities: See "Addressing Needs of the Community: FY12 – FY14 Key Community Initiatives" section. Use of parks and recreational facilities aligns with our Childhood Obesity Initiative.

Affordable Housing: See "Addressing Needs of the Community: FY12 – FY14 Key Community Initiatives" section. Mission Hospital is addressing Affordable Housing through a key community benefit initiative.

Influenza/pneumonia vaccination: We continue to provide vaccinations to south Orange County residents during the fall/winter months, with a specific focus on reaching those without health insurance or access to medical care. In FY13, we provided vaccinations to over 2,677 individuals.

Mental Health: Service availability and access were priority issues identified in the key informant panels. In FY12, we initiated a mental health intern program through our two Family Resource Centers (FRCs) to increase capacity and availability to services. We received grant funding in both FY12 and FY13 to establish the program, and while our first year of the program hosted four interns, FY13 doubled the number of interns providing services to a total of eight. Many of these interns are bilingual in Spanish enabling us to fill a gap in the south county community.

Alcohol Use: See "Addressing Needs of the Community: FY12 – FY14 Key Community Initiatives" section. Mission Hospital is addressing alcohol use through its Youth Alcohol & Substance Use Prevention initiative.

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 continue our Mission through community benefit program and by funding other non-profits through our Care for the Program managed by the St. Joseph Health, Mission Hospital.

Furthermore, St. Joseph Health, Mission Hospital will endorse local non-profit organization partners to apply for funding through the [St. Joseph Health, Community Partnership Fund](#). Organizations that receive funding provide specific services, resources to meet the identified needs of underserved communities through St. Joseph Health communities.

The following community health needs identified in the ministry CHNA will not be addressed and an explanation is provided below:

Homeless programs and shelters: During the 2010 Health Needs Assessment conducted in Laguna Beach, California, the homeless were a unique high need community that required specific, ongoing support. Mission Hospital partnered with the City of Laguna Beach to establish the Alternative Sleeping Location (ASL), an overnight shelter for the city's homeless. Since that time, we have provided one nutritionally balanced meal to each person staying the night at the shelter to ensure they received one meal each day. A key need identified by the homeless was the need for job skills and steady work. While we have partnered with local agencies such as the Friendship Shelter to address this need, resources limit the effectiveness to address such a large issue. And while we are *limited in directly addressing the issue of homelessness*, we partner with several organizations that serve the homeless, including Pathways of Hope, Collete's Home, WTLC and the Illumination Foundation.

High Cholesterol: While we do not currently have a specific program to address high cholesterol needs in the community, we do support the local non-profit chapter of the American Heart Association through their annual American Heart Association Heart Walks to raise awareness and educate the public about heart disease. Our employees form teams to walk in the event and personally raise dollars and awareness throughout the community.

MISSION HOSPITAL

FY12 – FY14 Community Benefit Plan/Implementation Strategies

FY13 Accomplishments

INITIATIVE NAME: AFFORDABLE HOMES

Our goal is to increase public Support for Affordable Homes developments in South Orange County, with a special focus on the cities of Lake Forest, San Clemente, Dana Point, San Juan Capistrano and Mission Viejo⁵. The strategies focus on strengthening on coalition participation in promoting Affordable Homes and raising awareness and educating the public on the importance and benefit of Affordable Homes in the community.

Key Community Partners:

The following partnering agencies collaborate together to form the South Orange County Alliance for Housing our Communities (SOCAHOC):

⁵ In FY13, the Affordable Homes Initiative was revised from its original focus of “Increasing Affordable Homes” due to economic decline beginning in 2010, elimination of Redevelopment Funds at the municipal level and reduction in partner agency resources.

- 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
- Families Forward
- Family Assistance Ministries
- Friendship Shelter
- Habitat for Humanity of OC
- HOMES, Inc.
- San Clemente Collaborative
- Jamboree Housing
- Kennedy Commission
- Mission Hospital
- NeighborWorks of OC
- National Community Renaissance
- OC Association of Realtors
- OC Housing Trust
- Premier Housing
- 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 (Lake Forest, Mission Viejo, San Juan Capistrano, Dana Point and San Clemente) 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 public Support for Affordable Homes in South Orange County

How will we measure success?

Outcome Measure: Percentage of Lake Forest residents who feel the community is not supportive of Affordable Homes

1-Year Target: Reduce the percentage of Lake Forest residents who feel the community is not supportive of Affordable Homes by 2 percentage points to 37.9%

Strategy 1: Strengthen SOCAHOC participation in promoting Affordable Homes

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

Strategy 2: Raise awareness and educate the public on the importance and benefit of Affordable Homes in the community

Strategy Measure 2: Number of unique outreach efforts completed

FY13 Accomplishments:

We led the restructuring of the South Orange County Alliance for Housing our Communities (SOCAHOC) strategic plan to align partner goals, resources and expertise, facilitate collaborations and increase the likelihood of its implementation.

SOCAHOC maintained the number of sectors actively involved in promoting Affordable Homes with seven (7) sectors representing the local government, non-profit developers, major employers, advocacy groups, philanthropy /lending groups, service providers, and local community leaders. 19 individuals from 13 organizations actively participated in more than three (3) SOCAHOC events during the year.

Mission hospital led the implementation of a communication strategy to build public support for affordable homes. It facilitated collaboration among SOCAHOC partners and the "Home Matters" national campaign to create a local public awareness and education campaign in south Orange County. And toward the end of FY13, we embarked upon a Community Ascertainments & Assessments process to gather information and viewpoints from key constituencies and stakeholders to understand levels of current support and or resistance to affordable homes developments. With the feedback of SOCAHOC partners, we began the development of messages and communication strategies that will be rolled out in FY14.

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 Unified School District (LBUSD)

How will we measure success? Percent of 9th Graders at LBUSD who report using alcohol in 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

FY13 Accomplishments:

In July 2012, we brought on a Community Development Specialist to support the Laguna Beach Community Coalition and our efforts around Youth Alcohol Use Prevention. The coalition's 20 members supported LBUSD in changing their school curriculum to address risky behaviors through implementing the evidenced-based Botvin Life Skills Curriculum. This curriculum has a special focus to improve problem-solving skills to students in various grade levels.

The first half of FY13 was dedicated to raising awareness and working with residents and partnering agencies to implement a Social Host Ordinance in Laguna Beach. Mission Hospital and the Laguna Beach Community Coalition worked in partnership with the police department, students, and local residents to educate the community about the drinking rates for local youth. In December 2012 the Laguna Beach City Council passed a Social Host Ordinance to hold adults responsible for hosting or knowingly providing a place for underage drinking, making it more difficult for minors to access to alcohol

The 2012 Laguna Beach California Healthy Kids Survey reported a decline of 9% of students who reported using alcohol in the last thirty days from the previous survey in 2010 (26% vs. 35%)

Additional results of local efforts from Coalition member agencies included:

- The creation of the Catalyst Club by youth at Laguna Beach High School, where students who don't drink or use drugs feel supported. They planned and implemented monthly outings and events to show that youth can have fun and make friends in a safe and healthy environment.
- The Laguna Beach Prescription Drug Awareness program conducted 2 national take back prescription drug events this year and worked with the city council to set up a permanent prescription drug drop box at the Laguna Beach Police Department.
- The Laguna Beach Police Department continues to conduct the Decoy Shoulder Tap Program to deter adults from furnishing alcohol to minors outside of stores and the Minor Decoy Program to reduce the number of retail stores from selling alcohol to minors. They are also providing Responsible Beverage Service Training for local restaurants and bars.

In addition, coalition members worked collaboratively to offer the first annual "Raising Thriving Kids" parent education program at Laguna Beach elementary and middle schools. A total of 24 parents enrolled in the program. 17 parents completed varying hours of instruction geared at increasing caring relationships at home. This collaborative effort included advertising in local media, promotion at the schools to reach parents, parent instruction, and child care for the families that attended the event.

Initiative Name: INCREASING CLINICAL EFFECTIVENESS OF DEPRESSION SERVICES

Our aim is to increase the clinical effectiveness of mental health services at the Family Resource Centers (FRCs), particularly for clients receiving services that address depression. The strategies focus on increasing medication compliance, increasing the percent of clients who complete treatment, and improving the timeliness of access to mental health services.

Key Community Partners:

This initiative focuses on the clinical effectiveness of services provided at the FRCs. While we maintain multiple community partnerships through our FRCs, this initiative was focused on Mission Hospital's own mental health service providers and did not include external partners.

Target Population: Clients of the Family Resource Centers receiving mental health counseling for depression (low-income residents of South Orange County who have limited or no access to mental health services).

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.

Three-Year Target: 85% of FRC Clients who show an improvement of at least 5 points on the PHQ-9 score

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 number of days on wait list (first call to first appointment) each quarter

FY13 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. In FY13, 85 clients have been treated through this initiative specifically, with an additional 121 clients treated for broad mental health counseling that did not meet criteria for this initiative.

In FY13, we were again recipients of a grant from the St. Joseph Health Community Partnership Fund that enabled us to host eight (8) mental health interns for the year, and therefore increase our capacity to provide mental health services to the community. FY13 totals indicated that 79% of our clients saw at least a five (5) point change in their PHQ-9 score. Our target goal for FY14 is 85%. This year, we altered the measure for this goal 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 (74% of the total 85 individuals), 97% (65 individuals) had a clinically significant change in their PHQ-9 score (≥ 5 points).

The total percent of clients (who met certain criteria) taking psychotropic medication at discharge was 54%. Of those 19 clients, 79% 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 recommended treatment for a variety of reasons.

The average length of days a client waited on the wait list was 7.7 days. The target goal in FY14 is 8.2 days. While we have surpassed our FY14 goal, we recognize multiple challenges that prevent clients from accessing services (such as transportation, child care, hours services are provided). We continue to focus on reducing these barriers as we begin FY14.

Initiative Name: DECREASING CHILDHOOD OBESITY

Initiative: This initiative includes three strategies to accomplish the goal of reducing childhood obesity in underserved children ages 3-11: 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.

Description: This program is funded entirely by Mission Hospital's Community Benefit operating budget, with additional funding occasionally secured through grants and foundations. There are currently 3.6 FTEs dedicated to the implementation of this program. The obesity prevention initiative is also supported by a 70+ member Obesity Prevention Task Force comprised of key community partners.

Key Community Partners:

- Boys and Girls Club of San Juan Capistrano
- Boys and Girls Club of Aliso Viejo
- Boys and Girls Club of Laguna Beach
- South County YMCA
- Local City Representation:
 - San Juan, San Clemente
 - Mission Viejo
 - Lake Forest
 - Aliso Viejo
- County of Orange Health Care Agency
- Network for a Healthy California
- Fit2BeKids
- Dr. Riba's Health Club
- CalOptima
- Neighborworks OC
- Camino Health Center
- CREER
- Capistrano Unified School District
- Saddleback Valley Unified School District
- Community Action Partnership of OC
- Nutrition and Physical Activity Collaborative of Orange County
- Alliance for a Healthy OC
- Orange County Sheriff's Department
- Coastal Properties
- University of California Cooperative Extension
- Latino Health Access
- San Clemente Community Resource Center

Goal (Anticipated Impact⁶): To reduce the prevalence of obesity in underserved children ages 3-11 as measured by the percentage of 5th graders with a BMI percentile ≥85% in selected schools.

Target Population (Scope): Underserved children ages 3-11.

How will we measure success? Outcome Measure (Evaluation Plan⁷): Annual California Fitnessgram BMI results for 5th grade students at nine schools in target cities (Gates, Olivewood, Kinoshita, Del Obispo, Viejo, 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).

⁶ **Anticipated Impact** is equivalent to **Goal**. Language is used for clarity with regard to IRS Proposed Rule (2013)

⁷ **Evaluation Plan** is equivalent to **Outcome Measure**. Language is used for clarity with regard to IRS Proposed Rule (2013)

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

FY13 Accomplishments:

Increasing regular practice by families around healthy foods and physical activities is a major strategy for this initiative. Our 3-year goal is that 100% of the programs we provide incorporate both physical activity and nutrition education concurrently. We continue to make progress toward our goal and at the end of FY13, 75% of our programs (6 of 8) met this standard.

ENGAGED ELEMENTARY SCHOOLS:

FY12:

- Kinoshita Elementary
- San Juan Elementary
- Marblehead Elementary

FY13:

- Olivewood Elementary
- Viejo Elementary
- Del Obispo Elementary

We are also working within the local school districts to increase implementation of comprehensive school/district wellness policies measured by a standardized method based from the Prevention Institute's ENACT tool. We actively work with three (3) target schools each year. This work began with the establishment of committees at six schools who conducted assessments, then developed and implemented action plans at each school. Assistance and support to these schools will be ongoing through 2014 to ensure their goal is met. Some challenges included lack of engagement from school site administrators and lack of time for teachers to participate in meetings, trainings and implementation

of additional activities. It should be noted, however, that schools with strong levels of engagement enjoyed numerous improvements in their school settings to support healthy habits.

The final strategy to our childhood obesity initiative focuses on increasing access to healthy foods and physical activities in our high need neighborhoods of south Orange County. The greatest success in this strategy was the development of a resident-led group in San Juan Capistrano. Residents met weekly with representatives from Mission Hospital, NeighborWorks OC, and CREER to discuss barriers to physical activity in their neighborhood. After conducting 180 door to door surveys, residents determined the main barrier for children to play in the neighborhood was a lack of appropriate playground equipment. The group then applied for grants to fund park renovations in The Villas complex. **At the end of June 2013, the group was awarded a grant of \$15,000 from KaBoom, with an additional matching grant from Mission Hospital.** Park planning is underway and the grant calls for the park to be completed within the next twelve months.

\$15,000 grant awarded to local neighborhood to fund park renovations. Mission Hospital provided a \$15,000 matching grant to support playground equipment.

Other Community Benefit Programs and Evaluation Plan

Program: Camino Health Center

Description: The mission of Camino Health Center is to improve the health status of the medically underserved in south Orange County by providing affordable, quality primary health care.

Goal (Anticipated Impact⁸): Implement 16 clinical and five financial performance measures as identified by Federal Grant 330 for Federally Qualified Health Centers

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

How will we measure success? Camino has fully adopted 16 clinical and five financial performance measures which are used to gauge the quality of Camino's clinical practices and the overall financial health of the organization. These five year measures include baseline figures and annual progress reports that monitor the health center's performance towards achieving its 2016 goals. This information, along with other health center data is included in an annual performance report to the Health Resources and Services Administration (HRSA) as well as second more comprehensive Uniform Data System report. Both of these reports were completed for the first time by Camino in fiscal year 2013 and will be required annually going forward.

FY13 Accomplishments:

Camino Health Center and Mission Hospital have partnered together for many years. In 2011, Camino became a separate entity, allowing it to become south Orange County's first and only Federally Qualified Health Center (FQHC). While a separate organization, Mission Hospital continues to support Camino financially with a fiscal year 13 contribution of \$1.6 million dollars as well as continuing our partnership in many community-wide projects.

In FY13, Camino began the initial implementation of an electronic health record (EHR). The first phase of this project, the conversion to a new practice management system (PMS) was completed in May 2012. In early 2013 the electronic medical record (EMR) portion will be put into operation and Camino will transition to a paperless practice. In conjunction with this undertaking, Camino has signed on with Centers for Medicare & Medicaid Services (CMS) to participate in the Meaningful Use incentive program.

A few other highlights about the services provided by Camino last fiscal year include:

- 113,442 visits provided to approximately 16,700 patients through Camino's five departments, which include: primary medical, pediatric & prenatal dental, mobile medical unit, diabetes van, and the Women, Infants, and Children (WIC) supplemental nutrition program;
- 3,627 unduplicated patients from the cities of San Clemente, Dana Point, and San Juan Capistrano received care. Several low-income neighborhoods in these cities are designated as Medically Underserved Populations by the U.S. Department of Health and Human Services;
- 97 percent of patients receiving services at Camino were at or below 200 percent of the federal poverty level.

⁸ **Anticipated Impact** is equivalent to **Goal**. Language is used for clarity with regard to IRS Proposed Rule (2013)

Program: Family Resource Centers

Description: Our mission in continuing to improve the health and quality of life of people in the communities we serve continues to flourish throughout south Orange County via two Family Resource Centers, South Orange County Family Resource Center (SOC FRC) located in Lake Forest and the Community Health Enrichment Collaborative Family Resource Center (CHEC FRC) 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.

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

Goal (Anticipated Impact⁹): Increase the number of people served annually

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

How will we measure success? Outcome Measure: annual increase in the number of people served.

FY13 Accomplishments: Between the two centers, a total of 8,029 unique clients were served in FY13 with a total of 18,718 interactions. In addition to serving clients at our Centers, we also provide services at health fairs, community events and clinics. The FRCs served 636 clients in parenting, children's and mental health classes. We also provided Life Skills classes (classes designed to provide clients with essential skills around communication, self-empowerment, difficult conversations, etc.) to 187 new clients and provided individual, family or couples counseling to 161 persons. Collaborations with Human Options and Western Family Services are essential to providing needed mental health services.

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 FY13, we had the opportunity to dramatically impact the lives of a family in Lake Forest. "Mrs. Maria" and her 3 children came to the FRC because she was having marital problems, including being the victim of verbal abuse from her husband for the past 5 years. The FRC was able to connect her to counseling, classes and a Personal Empowerment Program (PEP) for women who have been in abusive relationships. She was also connected to a Legal Advocate through Human Options for any legal questions regarding divorce or separation. Because Mrs. Maria was having a difficult time managing her children, she was connected to the In-Home Parenting program through Children's Bureau.

Ms. Maria is now living in her own apartment and is looking for work. The children's' behavior has improved and they feel safe in their new environment. As a result of the assistance she received she was able to change her life and the life of her children to live in a safe and loving environment.

⁹ Anticipated Impact is equivalent to Goal. Language is used for clarity with regard to IRS Proposed Rule (2013)

FY13 Community Benefit Investment

FY13 COMMUNITY BENEFIT INVESTMENT
MISSION HOSPITAL
(ending June 30, 2013)

CA Senate Bill (SB) 697 Categories	Community Benefit Program & Services ¹⁰	Net Benefit
Medical Care Services for Vulnerable¹¹ Populations	Financial Assistance Program (FAP) (Charity Care-at cost) Unpaid cost of Medicaid ¹² Unpaid cost of other means-tested government programs	\$5,887,000 \$9,943,000 \$4,083,000
Other benefits for Vulnerable Populations	Community Benefit Operations Community Health Improvements Services Cash and in-kind contributions for community benefit Community Building Subsidized Health Services	- \$1,110,000 \$1,702,000 \$157,000 \$1,025,000
	Total Community Benefit for the Vulnerable	\$23,907,000
Other benefits for the Broader Community	Community Benefit Operations Community Health Improvements Services Cash and in-kind contributions for community benefit Community Building Subsidized Health Services	\$415,000 \$1,227,000 \$93,000 \$191,000 -
Health Professions Education, Training and Health Research	Health Professions Education, Training & Health Research	\$30,000
	Total Community Benefit for the Broader Community	\$1,956,000
	TOTAL COMMUNITY BENEFIT (excluding Medicare)	\$25,863,000
Medical Care Services for the Broader Community	Unpaid cost to Medicare <i>(not included in CB total)</i>	¹³ \$45,330,000

¹⁰ Catholic Health Association-USA Community Benefit Content Categories, including Community Building.

¹¹ 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 SJHS, we exclude Medicare as part of Community Benefit total and only include it below the line for SB697 reporting purposes.

¹² 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.

¹³ Unpaid cost of Medicare is calculated using our cost accounting system. In Schedule H, we use the Medicare cost report.

Telling Our Community Benefit Story: Non-Financial¹⁴ 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, Light Up A Life for the American Cancer Society and other local events, 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 FY13, 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.

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 FY13, this program provided 12,491 meals to 254 individuals living in the City of Laguna Beach.

¹⁴ Non-financial summary of accomplishments are referred to in SB 697 as non-quantifiable benefits.