



*St. Joseph Health, Mission Hospital*

**Fiscal Year 2015 COMMUNITY BENEFIT REPORT  
PROGRESS ON FY15 - FY17 CB PLAN/IMPLEMENTATION STRATEGY REPORT**



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<sup>1</sup> 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.*

## INTRODUCTION

### ***Who We Are and Why We Exist***

As a ministry founded by the Sisters of St. Joseph of Orange, Mission Hospital lives out the tradition and vision of community engagement set out hundreds of years ago. The Sisters of St. Joseph of Orange trace their roots back to 17<sup>th</sup> century France and the unique vision of a Jesuit Priest named Jean-Pierre Medaille. Father Medaille sought to organize an order of religious women who, rather than remaining cloistered in a convent, ventured out into the community to seek out “the Dear Neighbors” and minister to their needs. The congregation managed to survive the turbulence of the French Revolution and eventually expanded not only throughout France but throughout the world. In 1912, a small group of the Sisters of St. Joseph traveled to Eureka, California, at the invitation of the local Bishop, to establish a school. A few years later, the great influenza epidemic of 1918 caused the sisters to temporarily set aside their education efforts to care for the ill. They realized immediately that the small community desperately needed a hospital. Through bold faith, foresight and flexibility, in 1920, the Sisters opened the 28-bed St. Joseph Hospital Eureka and the first St. Joseph Health ministry.

St. Joseph Health, Mission Hospital has been meeting the health and quality of life needs of the local community for over 42 years. We are the region’s only designated trauma center, offering 24-hour emergency care and specialized services. Our campus in Laguna Beach offers 24-hour emergency, surgical care, as well as South County’s only behavioral health services, including hospital-based chemical and pain medication dependency treatment. CHOC Children’s at Mission Hospital in Mission Viejo is the only dedicated pediatric hospital in South Orange County. With over 2,500 employees committed to realizing the mission, Mission Hospital is one of the largest employers in the region.

FY15 community benefit investments for Mission Hospital totaled over \$43 million dollars (excluding Medicare). Total unpaid cost of Medicare in FY15 was over \$41 million.

## ***Overview of Community Needs and Assets Assessment***

Mission Hospital's FY14 Community Health Needs Assessment was conducted in the high need areas of San Clemente, San Juan Capistrano, Mission Viejo, Lake Forest, and throughout Laguna Beach from August 2013 to February 2014. It had the collaboration of a broad network of agencies from a variety of sectors such as healthcare, social service providers, advocates, community-based organizations, local government, and educational institutions. They provided support to community and data gathering events, shared their expertise on the needs and assets of the community, and facilitated the identification of priority areas.

## ***Community Plan Priorities/Implementation Strategies***

- ***Increasing Access to Health Care:*** This initiative aims to increase access to primary health care services for uninsured and underinsured residents in South Orange County. Highlights from FY15 include enrolling 3,730 new people into health insurance products, serving nearly 2,000 people through our Nurse Navigator program, and connecting 610 residents to essential health care services through community screenings, flu clinics and vision exams.
- ***Mental Health:*** Identified as a significant need in South Orange County, our Community Benefit Plan hopes to reduce the prevalence of mental health issues in adults living in our high need areas. Successes from FY15 include the development of a localized Social Marketing Campaign to reduce the stigma surrounding mental health, hosting 10 mental health interns from local universities to increase capacity of services and foster a learning environment for trainees in the field, and reaching nearly 4,000 community members on the topic of mental health.
- ***Substance Abuse:*** Substance Abuse is a significant issue in South Orange County, particularly among youth living in the beach communities. Because this issue is a symptom of an underlying mental health need, many of the strategies for the mental health initiative impact the Substance Abuse Initiative as well. Highlights focus on the Laguna Beach community where we have worked over the last six years to lower rates of alcohol use among teens. We continued our facilitation of the Laguna Beach Community Coalition and worked strategically with Laguna Beach Unified School District to continue efforts with the school to better the health of youth. In addition, we offered 14 substance abuse classes to the community and conducted 4 school educational workshops to increase knowledge and understanding of the issue to teachers and staff.

## INTRODUCTION

### *Who We Are and Why We Exist*

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### **Mission, Vision and Values and Strategic Direction**

#### ***Our Mission***

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*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.*

St. Joseph Health, Mission Hospital has been meeting the health and quality of life needs of the local community for over 42 years. Serving the communities of south Orange County, California, the region’s only designated trauma center offers 24-hour emergency care and specialized services for imaging, heart, stroke, maternity, and women’s wellness needs. Mission Hospital Laguna Beach offers 24-hour emergency, intensive and medical-surgical care, as well as the South County’s only behavioral health services, including hospital-based chemical and pain medication dependency treatment. CHOC Children’s at Mission Hospital in Mission Viejo is the only dedicated pediatric hospital in South Orange County. With over 2,500 employees committed to realizing the mission, Mission Hospital is one of the largest employers in the region.

## Strategic Direction

As we move into the future, Mission Hospital is committed to furthering our mission and vision while transforming healthcare to a system that is health-promoting and preventive, accountable in its inevitable rationing decisions, integrated across a balanced network of care, and financed according to its ability to pay. To make this a reality, over the next five years (FY14-18) St. Joseph Health and Mission Hospital are strategically focused on two key areas to which the Community Benefit (CB) Plan strongly align: population health management and network of care.

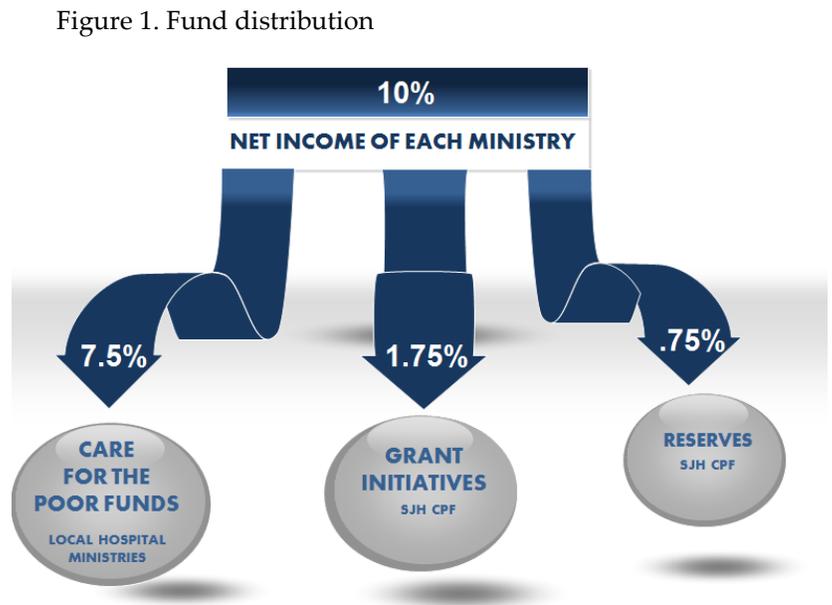
FY15 community benefit investments for Mission Hospital totaled over \$43 million dollars (excluding Medicare). Total unpaid cost of Medicare in FY15 was over \$41 million.

## ORGANIZATIONAL COMMITMENT

Mission Hospital dedicates resources to improve the health and quality of life for the communities it serves, with special emphasis on the needs of the economically poor and underserved.

In 1986, St. Joseph Health created the St. Joseph Health Community Partnership Fund (SJH CPF) (formerly known as the St. Joseph Health System Foundation) to improve the health of low-income individuals residing in local communities served by SJH hospitals.

Each year Mission Hospital allocates 10% of its net income (net unrealized gains and losses) to the St. Joseph Health Community Partnership Fund. (See Figure 1). 7.5% of the contributions are used to support local hospital Care for the Poor programs. 1.75% is used to support SJH Community Partnership Fund grant initiatives. The remaining .75% is designated toward reserves, which helps ensure the Fund's ability to sustain programs into the future that assist low-income and underserved populations.



Furthermore, Mission Hospital will endorse local non-profit organization partners to apply for funding through the [St. Joseph Health Community Partnership Fund](#). Local non-profits that

receive funding provide specific services and resources to meet the identified needs of underserved communities throughout St. Joseph Health hospitals' service areas.

### ***Community Benefit Governance Structure***

Mission Hospital further demonstrates organizational commitment to the community benefit process through the allocation of staff time, financial resources, participation and collaboration. The Vice President of Mission Integration and the Director of Community Benefit are responsible for coordinating implementation of California Senate Bill 697 provisions and Federal 501r requirements, as well as providing the opportunity for community leaders and internal hospital Executive Management Team members, physicians and other staff to work together in planning and implementing the Community Benefit Plan.

The Vice President of Mission Integration provides orientation for all new Hospital employees on Community Benefit programs and activities, including opportunities for community participation.

Mission Hospital has utilized a Community Benefit Committee for many years to provide governance of charitable activities at Mission Hospital. The role of the Community Benefit Committee is to support the Board of Trustees in overseeing community benefit issues. The Committee acts in accordance with a Board-approved charter. The Community Benefit Committee is charged with developing policies and programs that address identified needs in the service area particularly for underserved populations, overseeing development and implementation of the Community Health Needs Assessment and Community Benefit Plan/Implementation Strategy Reports, and providing direction of Community Benefit activities.

The Community Benefit Committee has a minimum of eight members including three members of the Board of Trustees. Current membership includes three members of the Board of Trustees and eight community members. A majority of members have knowledge and experience with the populations most likely to have disproportionate unmet health needs. The Community Benefit Committee generally meets bi-monthly.

## ***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 FY15, Mission Hospital provided \$5,078,063 in charity care and 7,905 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.

### ***Medi-Cal Programs***

Mission Hospital provides access to the uninsured and underinsured by participating in Medicaid, also known as Medi-Cal in California, and other means-tested government programs. In FY15, Mission Hospital provided \$34,215,900 in Medicaid shortfall.

## 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. Geographically, South County is bordered by the Pacific Ocean to the west, the Santa Ana Mountains to the north and east, and the marine base Camp Pendleton to the south. Our Primary Service Area includes the communities of Laguna Niguel, Mission Viejo, San Juan Capistrano, Dana Point, San Clemente, Rancho Santa Margarita, Lake Forest, Laguna Beach, Ladera Ranch, Capistrano Beach. This includes a population of approximately 623,000 people, an increase of 4% from the prior assessment. Mission Hospital's Secondary Service area includes Aliso Viejo, Trabuco Canyon, Laguna Hills, Laguna Woods, Foothill Ranch.



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%.

However, there are isolated areas of need throughout the service area. South Orange County encompasses 69,512 people living below 200% of the federal poverty level (FPL) across 11 zip codes. Part of our service area is considered a Medically Underserved Population (MUP) area (#00319). The MUP covers portions of Dana Point, San Clemente and San Juan Capistrano and has the highest concentration of medically underserved residents below 200% FPL in south Orange County. These areas are vastly different than the wealthy coastal enclaves portrayed on television shows about Orange County. (SOURCE: Camino Health Center Health Needs Assessment Report 2013)



Many of the low-income residents in the area are largely Latino immigrants who are employed in low-wage/no benefit jobs at local resorts, as construction workers, janitors, landscapers, domestic workers, and in other service jobs that support south Orange County’s economy. Almost one in three Latino residents live in a household with an income under 200% FPL. Unemployment or underemployment remains high for many of these residents. In addition, educational attainment remains a barrier for this population. Among Latinos in the area, 25.3% have less than a high school diploma. In San Juan Capistrano, south Orange County’s entry-

point for Latino immigrants, close to 50% of adults over age 25 have less than a high school diploma. (SOURCE: Camino Health Center Health Needs Assessment Report 2013)

## **COMMUNITY NEEDS ASSESSMENT PROCESS AND RESULTS**

### *Summary of Community Needs Assessment Process and Results*

Mission Hospital's FY14 Community Health Needs Assessment was conducted in the high need areas of San Clemente, San Juan Capistrano, Mission Viejo, Lake Forest, and throughout Laguna Beach from August 2013 to February 2014. It had the collaboration of a broad network of agencies (16-40) from a variety of sectors such as healthcare and social service providers, advocates, nonprofits, community-based organizations, local government, and educational institutions. They provided support to community and data gathering events, shared their expertise on the needs and assets of the community, and facilitated the identification of priority areas.

The Community Health Needs Assessment process employed a variety of methods to gather data to fully understand the significant health and quality of life needs facing the most vulnerable and to ensure the priorities selected were aligned with the greatest needs: a Telephone Survey (Aug–Dec 2013), Key Stakeholder Panels (Fall 2013), and Resident Focus Groups (Jan 2014).

- **Telephone Survey** was conducted by Professional Research Consultants, Inc. (PRC) using questions from the national Behavioral Risk Factor Surveillance System to determine the health status and needs of residents. The telephone survey gathered a representative sample of 763 interviews across all five cities.
- **Stakeholder Panels** were conducted by The Olin Group who used a semi-structured, six-question interview guide to facilitate discussion with 46 key informants representing 37 different organizations. There were a total of four panel discussions with the goal of identifying current and emerging community health and quality of life issues. In addition, feedback was gathered from Mission Hospital's Laguna Beach Advisory Council, a council established by the Attorney General in 2009. This group is comprised of local residents and leaders who provided their perspectives on the greatest needs of the Laguna Beach community.
- **Resident Focus Groups** included the participation of 209 residents across nine groups. Residents provided input on the top health and quality of life needs identified through the telephone survey and stakeholder panels. They validated early findings, identified any missing health and quality of life issues, and prioritized and provided feedback on the top concerns. English forums had a total of 32 participants. Spanish forums included 177 participants.

Mission Hospital also reviewed secondary sources to identify trends and synergies across identified significant health needs. Among the main data sources were:

- **Camino Health Center**, a Federally Qualified Health Center located in San Juan Capistrano. Camino provided information regarding their leading diagnoses for medical office visits, as well as their own Health Needs Assessment report conducted in Fall 2013.
- **Healthy People 2020**, a national initiative sponsored by the U.S. Department of Health & Human Services. This source provided 10-year national objectives for improving the health of all Americans.
- **Mission Hospital Emergency Room** visit data helped demonstrate the highest needs based on emergency room visits for residents who were uninsured or underinsured during 2013.
- **Orange County Health Care Agency**, *Healthy Places, Healthy People 2012 and Orange County's Healthier Together 2013 Reports* provided a variety of social, economic, and environmental conditions known to influence the health of communities and trends and disparities in key health indicators.

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 St. Joseph Health, Mission Hospital CHNA. For example, certain community health needs may become more pronounced and require changes to the initiatives identified by St. Joseph Health, Mission Hospital in the enclosed CB Plan/Implementation Strategy.

#### *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.

Communities with DUHN generally meet one of two criteria: either there is a high prevalence or severity for a particular health concern to be addressed by a program activity, or, there is evidence that community residents are faced with multiple health problems and have limited access to timely, high-quality health care.

The following table lists the DUHN communities/groups and identified community needs and assets.

**DUHN Group and Key Community Needs and Assets Summary Table**

DUHN Population Group or Community	Key Community Needs	Key Community Assets
<p>Lake Forest High and Higher Need Area</p>	<ul style="list-style-type: none"> <li>• Health disparities: Mental Health (depression and anxiety)</li> <li>• Limited access to Dental Care</li> <li>• Limited access to Health Care (due to cost, lack of health insurance, transportation)</li> <li>• Limited care services for the elderly</li> <li>• Substance abuse (Alcohol, Prescription drugs, Illegal drugs, Tobacco)</li> <li>• Access to Affordable Housing (families living in crowded homes)</li> <li>• Limited local programs for the poor</li> <li>• Limited public transportation services</li> <li>• Limited access to affordable healthy produce</li> <li>• Educational achievement gap for non-English learners</li> <li>• Lack of Spanish-speaking community-based organization or community groups</li> </ul>	<ul style="list-style-type: none"> <li>• Family Resource Center and other social service organizations</li> <li>• 2 major hospitals in close proximity</li> <li>• Strong network of faith based organizations</li> <li>• Well-ranked school district</li> <li>• Parks and open space</li> </ul>
<p>San Clemente High and Higher Need Area</p>	<ul style="list-style-type: none"> <li>• Health disparities:               <ul style="list-style-type: none"> <li>◦ Heart disease</li> <li>◦ Mental health (anxiety, depression in youth and younger adults)</li> <li>◦ High prevalence of skin cancer in senior residents</li> </ul> </li> <li>• Limited access to Dental Care</li> <li>• Limited access to Health Care (due to cost, lack of health insurance, transportation, lack of ongoing source of care)</li> <li>• Higher ER usage</li> <li>• Lack of community clinic with culturally competent staff</li> <li>• Limited care services for the elderly</li> <li>• Substance abuse (Alcohol, Prescription drugs, Illegal drugs, Tobacco, high percentage of current drinkers compared to national)</li> <li>• Higher rates of Childhood Obesity</li> <li>• Access to Affordable Housing (overcrowded housing)</li> <li>• Financial distress due to low paying jobs and high cost of living</li> <li>• Limited culturally-appropriate social services, nonprofit and community-based organizations for non-English speakers</li> <li>• Limited public transportation services</li> <li>• Safety concerns</li> <li>• Low literacy in adult immigrants</li> </ul>	<ul style="list-style-type: none"> <li>• Community Resource Center</li> <li>• Local Hospital</li> <li>• Strong network of faith based organizations</li> <li>• Well-ranked school district</li> <li>• Wellness Center, San Clemente High School</li> <li>• Beach access with many walking trails</li> <li>• Downtown, retail and business district</li> <li>• Bicycle Lanes Network Community group: San Clemente Collaborative</li> </ul>

DUHN Population Group or Community	Key Community Needs	Key Community Assets
<p>San Juan Capistrano High and Higher Need Area Residents</p>	<ul style="list-style-type: none"> <li>• Health disparities               <ul style="list-style-type: none"> <li>○ Asthma in adults</li> <li>○ High blood pressure</li> <li>○ High cholesterol</li> <li>○ Mental Health, depression and stress</li> <li>○ Skin Cancer</li> </ul> </li> <li>• Limited access to Dental Care</li> <li>• Limited access to Health Care (due to cost, lack of health insurance, transportation, source of ongoing care)</li> <li>• Higher ER usage</li> <li>• Low flu/pneumonia vaccination rates</li> <li>• Overweight/ Obesity higher among minority groups</li> <li>• Substance abuse(Alcohol, Prescription drugs, Illegal drugs, Tobacco use among youth/teens, high percentage of current drinkers compared to national rates)</li> <li>• Access to Affordable Housing</li> <li>• Limited public transportation services</li> <li>• Safety concerns: Lack of accessible and illuminated recreational spaces</li> <li>• Low literacy adult immigrants</li> <li>• Lack of culturally-appropriate and accessible community center for non-English speakers</li> </ul>	<ul style="list-style-type: none"> <li>• Family Resource Center</li> <li>• Federally Qualified Health Center</li> <li>• Relative close proximity to hospital</li> <li>• Strong network of faith based organizations</li> <li>• Well-ranked school district</li> <li>• Parks and open space</li> <li>• Walking and biking trails</li> <li>• Downtown, retail district, historic sites</li> <li>• Some non-profit and community based organizations</li> </ul>
<p>Mission Viejo High and Higher Need Area Residents</p>	<ul style="list-style-type: none"> <li>• Health disparities:               <ul style="list-style-type: none"> <li>○ Mental health (depression and anxiety)</li> </ul> </li> <li>• Limited access to Dental Care</li> <li>• Limited access to Health Care (due to cost, lack of health insurance, transportation, source of ongoing care)</li> <li>• Higher ER usage</li> <li>• Limited care services for the elderly</li> <li>• Substance abuse (Alcohol, Prescription drugs, Illegal drugs, Tobacco)</li> <li>• Access to Affordable Housing (families living in crowded houses)</li> <li>• Limited social services and programs for the poor</li> <li>• Limited public transportation services</li> <li>• Limited access to affordable healthy produce</li> <li>• Educational achievement gap for non-English learners</li> <li>• Lack of culturally-appropriate community based organization or community groups for non-English speakers</li> </ul>	<ul style="list-style-type: none"> <li>• Family Resource Center</li> <li>• Social Service Organizations</li> <li>• Trauma hospitals in close proximity</li> <li>• Strong network of faith based organizations</li> <li>• Well-ranked school district</li> <li>• Parks and open space</li> <li>• Community Center</li> <li>• City-sponsored senior transportation program</li> </ul>

## PRIORITY COMMUNITY HEALTH NEEDS

For this community health needs assessment, Mission Hospital defined a significant health need if it met two criteria in the primary and secondary data collection methods. *FIRST*: The issue must have been identified by the community as a need during the primary data collection process (e.g. disparities found during the telephone survey, stakeholder panels or focus groups) OR the prevalence of the issue is higher than county or state average. *SECOND*: The need had been identified across three or more resident focus groups (consolidated by city) during this needs assessment process.

The list below summarizes the prioritized significant community health needs identified through the FY14 Community Health Needs Assessment Process:

Health Concerns	Quality of Life Concerns
Substance Abuse	Services & Activities for Teens
Dental Care	Affordable Housing
Mental Health	Education
Access to Health Care	Access to Social Services
Overweight/Obesity	Economic Burden
Diabetes	Safety
Senior/Aging-Related Issues	

### 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 programs 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 significant community health needs identified during the FY14 Health Needs Assessment process will not be directly addressed through programming or funding and an explanation is provided below:

**Access to Social Services:** Access to social services was identified as a need in the resident focus groups. While many social services exist in local communities, efforts will continue to create awareness about local social services to the community and Mission Hospital staff will share this issue with local partners to help their efforts to expand awareness of services.

**Activities for Teens:** Several agencies dedicated to youth and teens exist in the community, such as the Boys & Girls Club, YMCA, etc. In addition, many local schools offer after-school enrichment programs and maintain a skill set that exceeds our own.

**Affordable Housing:** We have concentrated on Affordable Homes for many years in South Orange County. Residents share that housing costs remain unaffordable. With the recent changes in Redevelopment Funds and the lack of local resources and collaborative efforts needed to focus on this issue, the committee felt our ministry resources could be better utilized in another area.

**Dental Care:** While dental care was identified as a priority need, our prioritization process identified access to primary health care services as a greater need in the community. We will work collaboratively with other agencies to bring dental services to south Orange County whenever possible.

**Diabetes:** Camino Health Center has identified this condition as one of their 16 areas of clinical focus. We will continue to work collaboratively with Camino to connect residents in need of medical services with their Center.

**Economic Burden:** The lack of affordable jobs, ability to pay for child care and other basic needs was so broad a topic that we decided to focus our efforts on issues more specific. We will bring this issue to our St. Joseph Health System Advocacy branch and continue to advocate for the needs of the poor to improve their quality of life.

**Education:** Mission Hospital worked with dozens of agencies to develop CPATHE: (Capistrano Promoting Access To Higher Education) from 2008-2011. This collaborative still exists, primarily through partnership between University of California, Irvine and Capistrano Unified School District. The School District has created a specific plan to address the education graduation gap and has made significant efforts within the teaching model.

**Overweight /obesity:** We have focused on overweight/obesity for over 10 years, and recent results have demonstrated the rates of obesity, particularly childhood obesity, are declining in our low-income areas. We will remain involved on a consultative basis with the many

agencies that are directly focused on this issue and will continue to support them in their broad community efforts.

**Safety:** Safety was identified primarily through the resident focus groups in particular areas, and related primarily to lighting in neighborhood parks. The committee felt there were more pressing community needs that required our resources.

**Senior / Aging – Related Issues:** South Orange County has five senior centers in the area in addition to Age Well Senior Services, an agency wholly dedicated to the needs of seniors. We will continue to partner with Age Well and community centers around our identified priority areas and are continuing our senior transportation program to provide access to all services available on our two campuses.

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

## **COMMUNITY BENEFIT PLANNING PROCESS**

### *Summary of Community Benefit Planning Process*

The FY15-17 CB Plan was developed in response to findings from the FY14 Community Health Needs Assessment and is guided by the following five core principles:

- **Disproportionate Unmet Health-Related Needs:** Seek to accommodate the needs of communities with disproportionate unmet health-related needs.
- **Primary Prevention:** Address the underlying causes of persistent health problems.
- **Seamless Continuum of Care:** Emphasize evidence-based approaches by establishing operational coordination between clinical services and community health improvement activities.
- **Build Community Capacity:** Target charitable resources to mobilize and build the capacity of existing community assets.
- **Collaborative Governance:** Engage diverse community stakeholders in the selection, design, implementation, and evaluation of program activities.

### **Priority Ranking Process**

In 2013, Mission Hospital formulated a HNA Advisory Committee to engage leaders beyond the community benefit staff and allow for a collective analysis of the many sources of data available for review as well as to narrow the list of priorities for the FY15-17 Community Benefit Plan. The committee consisted of community benefit committee members, representatives from local community clinics, public health personnel and hospital staff from a variety of units.

The collected data, including PRC telephone survey results, stakeholder feedback, and resident focus groups was presented to the HNA Advisory Committee. The Committee also reviewed pertinent secondary data from Mission Hospital, the Orange County Health Care Agency and local non-profit organizations to observe common trends in health needs.

In addition to the primary and secondary data provided to the committee, the following list was taken into consideration during the prioritization process:

- **Community Buy-In:** Other service providers agree that there is additional need for services and providers. Available local resources to address the problem are not adequate.
- **Impact on the Vulnerable:** The health need has a stronger impact on the vulnerable residents of South Orange County than the broad population as a whole. (Vulnerable residents are considered people with low financial or social resources, or have a limitation based on age, gender or ethnicity.)
- **Preventive Focus:** The health need has the ability to be addressed in a preventive manner; works upstream: focuses on primary/secondary prevention approaches to the problem (versus tertiary prevention).
- **Population Health:** Focusing on this issue would assist the hospital in decreasing hospital utilization rates that negatively impact emergency rooms or utilize a high proportion of state/government public benefit programs. Will help address needs at appropriate intensity of care and thus reduce charity care costs.
- **Urgency:** The value of immediate intervention versus delay, especially for long-term or complex threats.
- **Severity:** The seriousness of the issue, including the risk of morbidity and mortality associated with the problem.
- **Magnitude:** Data has identified this problem as affecting a substantial number of persons (specifically most vulnerable) in the service area; Data and National Evidence have identified this problem as important; Scope of problem is extensive; Relationship of the problem to other community issues is high.

The identified significant health needs were presented to the committee and after rich discussion, members voted on the issues they believed were most pressing. The five issues with the most votes moved forward to Mission Hospital's Community Benefit Committee for final discernment and identification of two or three priorities.

**St. Joseph Health, Mission Hospital**  
**FY15 – FY17 Community Benefit Plan/Implementation Strategies and Evaluation Plan**  
**FY15 Accomplishments**

**Initiative (community need being addressed):** *Access to Health Care*

**Goal (anticipated impact):** Through an integrated network of care, increase access to health care services for the most vulnerable members of the South Orange County community

Outcome Measure	Baseline	FY15 Target	FY15 Result
1. Increase the percentage of people in the identified high need areas of South Orange County who are 18-64 years of age that have a specific source of ongoing care.	FY14 baseline = 73.3% for insured or uninsured in high need areas	No FY15 Target Established (3-yr. goal to be reported in FY17)	No FY15 Result (3-yr. result to be reported in FY17)
2. Increase the number of unduplicated persons served through Camino Health Center.	FY14 Baseline: 9,052 (does not include dental or newly established locations)	No FY15 Target Established (3-yr. goal to be reported in FY17)	No FY15 Result (3-yr. result to be reported in FY17)

Strategy(ies)	Strategy Measure	Baseline	FY15 Target	FY15 Result
<b>Covered:</b> Continue health insurance enrollment efforts	Increase number of <u>new</u> people enrolled in Medi-Cal or Covered CA	2,629	3,000	3,730(new) 1,660 (renewed)
<b>Community Outreach:</b> Educate residents on appropriately accessing health care services	Decrease level 1 or 2 avoidable ER visits (no admits) by 15% for uninsured/underinsured (MSI, Medi-Cal, self-pays)	200.9 per 1,000 visits	187.8/1,000	180.1/1,000 (exceeded target)
<b>Care Management:</b> Improve systems of care to reduce ER visits	Decrease frequent ER visits & admits (5 visits/rolling 3) by 15% for uninsured/underinsured (MSI,	60.7 per 1,000 visits	52.5/1,000	18.1/1,000 (exceeded target)

	Medi-Cal, self-pays)			
<b>Constraints:</b> Remove client barriers to accessing primary care services	Decrease barriers to accessing care	34.1% reported difficulty obtaining healthcare services	No FY15 Target Established (3-yr. goal to be reported in FY17)	No FY15 Result (3-yr. result to be reported in FY17)
<b>Capacity:</b> Build a network of care providers that can meet the health care needs of residents	Increase number of specialty providers in SOC for vulnerable residents	8 physicians	20	8 physicians

**Key Community Partners:** *Camino Health Center, South Orange County & CHEC Family Resource Centers, PEACE Center at Saddleback Church/SOS Clinic, Local faith-based parishes, Mission Hospital Care Management & Emergency Room Departments.*

**FY15 Accomplishments:** We are excited about the decreases in emergency room (ER) visits for non-urgent and frequent visits in FY15. As a result of this initiative and the collaborative work from team meetings, our Care Management team revamped their working model to dedicate the ER social worker toward the uninsured and underinsured patients to help them connect to social resources and ongoing medical care. The Health Ministry Program supported a nurse navigator that offered education and health-related services such as classes, health screenings, health advocacy, case management and outreach to underserved populations. In addition, the Community Benefit Outreach Team continued their health insurance enrollment efforts in FY15, exceeding our initial goal of 3,000 enrollments to more than 3,700. And although we fell short of our goal to engage 20 physicians to provide specialty care, we will be hosting another free surgery day in collaboration with AccessOC in the fall of 2015.

Our complete services related to this initiative provided more than 16,000 encounters with residents in South County serving 9,013 unique individuals. These outreach activities go beyond the strategy measures reflected above and include our efforts to provide activities such as flu shots to the community, community-wide health fairs, and classes for adults on health literacy.

**Initiative (community need being addressed):** *Mental Health*

**Goal (anticipated impact):** Through an integrated network of care, improve mental health services for the vulnerable population in South Orange County through prevention and by ensuring access to appropriate, quality mental health services

Outcome Measure	Baseline	FY15 Target	FY15 Result
1. Decrease the percent of adults reporting three (3) or more days of poor mental health in the past month.	FY14 Baselines: High Need Areas = 18.7% Laguna Beach = 20.7%	No FY15 Target Established (3-yr. goal to be reported in FY17)	No FY15 Result (3-yr. result to be reported in FY17)
2. Decrease the percent of adults reporting fair or poor mental health status	FY14 baseline: High Need Areas = 10.3% Laguna = 13%	No FY15 Target Established (3-yr. goal to be reported in FY17)	No FY15 Result (3-yr. result to be reported in FY17)

Strategy(ies)	Strategy Measure	Baseline	FY15 Target	FY15 Result
Reduce the stigma around mental health (& substance abuse)	Number of unique individuals reached	0	500	Social Marketing Campaign: <b>885 impressions</b> 100 interactions 146 social media followers  Mental Health First Aid: <b>25</b> clergy participants

Reduce barriers to accessing behavioral health services	Increase number of new unique clients receiving behavioral health services by 10% annually	FRCs: 280 Camino: 78	394	Total: 373 FRCs: 259 Camino: 114
Coordinate and integrate providers along the continuum of care for behavioral health services to increase access to quality services	Increase number of referrals by 20% annually to the FRC from MH, Camino, MHMG	0	20	40 referrals received  260 key community service providers were educated/trained on mental health topics and/or process for referring clients to services.
Increase the availability of mental health providers	Increase number of mental health provider hours serving vulnerable clients by 10% annually	4160 intern hrs.	4,600 hrs.	Total = 4,552 hours 4,510 intern hours 42 psychiatry hours

**Key Community Partners:** *Camino Health Center, South Orange County & CHEC Family Resource Centers, PEACE Center at Saddleback Church/SOS Clinic, Mission Hospital Behavioral Health Services, and Western Youth Services.*

**FY15 Accomplishments:** The beginning of FY15 was spent finalizing the draft strategic plan with partner agencies to ensure we had a strong, aligned plan that could help meet the desired 3-year goal. With that, we refined language originally and removed three of the initial strategies included in our FY15-17 Community Benefit Implementation Plan. We felt this made for a stronger plan that was aligned, concise and would meet the key needs of the community.

In addition to the strategies cited in the above table, we hosted three Faith Leader Breakfast events over the year to reduce the stigma around mental health and give clergy tools to address mental health needs when needed. Ninety faith leaders participated in the program over the year. We developed a local social marketing campaign with an effort to reduce the stigma around mental health. The campaign’s website, Twitter and Facebook profiles were activated in May 2015 (PromiseToTalk.org, @PromiseToTalk, #promisetotalk). There are 64 Twitter posts and 6 Facebook posts. These posts resulted in 10,648 social media impressions.

**Initiative (community need being addressed):** *Substance Use*

**Goal (anticipated impact):**

Reduce use of alcohol and other drugs (including e-cigarettes) among 9<sup>th</sup> graders in the last 30 days

Outcome Measure	Baseline	FY15 Target	FY15 Result
Decrease the percentage of 9 <sup>th</sup> graders who report using alcohol or other drugs in the past 30 days by 10%	Baselines (2014): LBHS = 22% CVHS = 26% SCHS = 34%	Initiative has a 3-year goal using California Health Kids Survey (CHKS) results	Initiative has a 3-year goal using California Health Kids Survey results

Strategy(ies)	Strategy Measure	Baseline	FY15 Target	FY15 Result
Increase awareness and identification of risks and protective factors associated with mental health and substance abuse	Educate 1000 community members on risks annually	0	250	648
Strengthen children/youth empowerment resiliency, self-confidence, and sense of well-being	Decrease % of 9 <sup>th</sup> graders reporting having sad or hopeless feelings	CVHS = 28% SCHS = 30% LBHS = 21%	No FY15 target; measure will be conducted during 2016 CHKS Survey	Results will be available after 2016 CHKS survey
Increase positive school environment of 7 <sup>th</sup> graders	Increase % of 7 <sup>th</sup> graders who rate high in school connectedness (caring relationships in school)	CUSD = 57% (2014) LBUSD = 67%	No FY15 Target; measure will be conducted during 2016 CHKS Survey	Results will be available after 2016 CHKS survey
Increase family engagement in child development	Increase % of 9 <sup>th</sup> graders who rate high on having a caring relationship with adults (at home)	Baselines unavailable	See notation below	See notation below

**Key Community Partners:** *Laguna Beach Unified School District, Boys & Girls Club 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, MADD, Mission Pacific Coast Recovery, Western Youth Services, and Friendship Shelter.*

**FY15 Accomplishments:** June – September 2014 was dedicated to developing and completing this strategic plan. In December 2014 we learned that local school districts were no longer including metrics originally used for measurement. The team continues to seek meaningful measurement data to increase family engagement strategy. Successes for the year include the continued engagement of the Laguna Beach Community Coalition and offerings of several parenting educational sessions to increase parental relationships with youth. Focus groups for youth are occurring in Summer 2015 to better understand the needs of local Laguna Beach youth so we can focus our efforts on strategies that will be most effective.

## Other Community Benefit

The following programs are in addition to the three strategic initiatives identified in the pages above. These programs represent ongoing needs identified by the community and help fulfill needs in a variety of ways.

Initiative (community need being addressed):	Program	Description	FY15 Accomplishments
<p>Access to Care</p> <p>Mental Health</p> <p>Family Support</p> <p>Social Support</p>	<p>Family Resource Centers (FRCs)</p>	<p>Two family resource centers are managed in the community to provide access to social services for community members with limited resources. These centers are lifelines for many people in the community and serve a much-needed linkage to community programs. The following services are provided: mental health services, Skills for Life programs, health insurance access, parenting support &amp; education, parent/child classes, family advocacy, information &amp; resource services, Personal Empowerment Programs, financial counseling, education assistance and limited emergency assistance.</p>	<p>18,194 unique individuals were served at Mission Hospital's two Family Resource Centers.</p> <p>Both FRCs applied and were awarded Families and Communities Together (FaCT) contracts through the County of Orange, Children and Families Commission effective July 1, 2015. These 5-year contracts will provide additional resources to our South County communities.</p>

Initiative (community need being addressed):	Program	Description	FY15 Accomplishments
Senior/Aging-Related Issues	Senior Transportation	Non-emergency transportation service for seniors over 60 years of age residing in South Orange County who are receiving services at Mission Hospital Campuses in Mission Viejo and Laguna Beach. Transportation service is intended for medical appointments including outpatient therapy, testing and x-rays, pharmacy, health classes, rehabilitation and support groups.	Program provided transportation to 130 unduplicated individuals, accounting for more than 2,700 encounters.
Access to Health Care	Camino Health Center	Camino is a fully licensed, community-based Federally Qualified Health Center (FQHC) that provides affordable, quality primary medical and dental care. The center accommodates over 100,600 visits annually through its medical clinic, mobile medical vans, pediatric dental clinic and Women, Infants and Children (WIC) program. Mission Hospital is the sole corporate sponsor of Camino Health Center.	<p>Obtained Level 3 Patient Centered Medical Home (PCMH) accreditation from the National Committee for Quality Assurance (NCQA).</p> <p>Addition of medical providers, medical support staff, and licensed clinical social workers.</p> <p>Dental clinic expanded hours and implementation of new Electronic Dental Record and digital x-ray system.</p> <p>WIC program received another four-year grant contract.</p> <p>Behavioral Health Integration grant obtained.</p>

*FY15 Community Benefit Report*

Initiative (community need being addressed):	Program	Description	FY15 Accomplishments
			SironaHealth contract providing bilingual after-hours care via nurse advice line implemented.
Senior/Aging-Related Issues	Meals on Wheels	Home-delivered Nutritional Meal Program for homebound seniors over 60 years of age residing in Laguna Beach. This program is made available through a partnership between Mission Hospital and Age Well Senior Services.	More than 200 encounters and 8,232 meals were distributed.
Support Services	Community Support Groups	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.
Homeless	Orange County Recuperative Project (OCRCP)	The OCRCP is a regional project supported by Orange County hospitals to provide interim housing arrangements after a hospitalization. Homeless receive rehabilitative care before returning to their normal living environment.	
Education Economic Development Job Training	Project Mission	Project Mission is a nine-month internship program that prepares young adults with special needs to pursue independent lives and to develop professional skills.	5 interns completed the program in FY15.  Strengthened interns' professional and interpersonal skills

*FY15 Community Benefit Report*

Initiative (community need being addressed):	Program	Description	FY15 Accomplishments
			<p>Increased interns self-esteem and confidence</p> <p>Aided students in gaining and retaining a position in the workforce</p>
Substance Abuse	South County Safe Rides	A peer-run program overseen by adult supervisors. Students from numerous local high schools staff a toll-free hotline for teens to call when in need of a ride home due to alcohol, drugs or unsafe date situation.	Over 170 rides were provided to youth
Educational Attainment	Nursing Adventure Camp	Mission Hospital Medical Career Summer Camp focuses on students who would be the first generation in their family to go to college and who are interested in the Science/Medical field. The main goal of the program is to expose students from underrepresented areas to professional jobs in healthcare and encourage them to pursue medical careers. They are mentored by a group of nurses that are known nationally for the protocols they have created related to patient care.	11 middle school students completed the program.

FY15 Community Benefit Investment

FY15 COMMUNITY BENEFIT INVESTMENT  
 St. Joseph Health, Mission Hospital  
 (ending June 30, 2015)

CA Senate Bill (SB) 697 Categories	Community Benefit Program & Services <sup>2</sup>	Net Benefit
Medical Care Services for Vulnerable <sup>3</sup> Populations	Financial Assistance Program (FAP) (Traditional Charity Care-at cost)	\$5,078,063
	Unpaid cost of Medicaid <sup>4</sup>	\$34,215,900
	Unpaid cost of other means-tested government programs	\$(1,394,942) <sup>5</sup>
Other benefits for Vulnerable Populations	Community Benefit Operations	\$0
	Community Health Improvements Services	\$1,261,962
	Cash and in-kind contributions for community benefit	\$2,652,355
	Community Building	\$37,912
	Subsidized Health Services	\$60,077
<b>Total Community Benefit for the Vulnerable</b>		<b>\$41,911,327</b>
Other benefits for the Broader Community	Community Benefit Operations	\$768,353
	Community Health Improvements Services	\$709,432
	Cash and in-kind contributions for community benefit	\$84,001
	Community Building	\$191,275
	Subsidized Health Services	\$0
Health Professions Education, Training and Health Research	Health Professions Education, Training & Health Research	\$30,000
	<b>Total Community Benefit for the Broader Community</b>	
<b>TOTAL COMMUNITY BENEFIT (excluding Medicare)</b>		<b>\$43,694,388</b>
Medical Care Services for the Broader Community	Unpaid cost to Medicare <sup>6</sup> (not included in CB total)	\$41,602,773

<sup>2</sup> Catholic Health Association-USA Community Benefit Content Categories, including Community Building.

<sup>3</sup> 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 (referred to as Medi-Cal in California), 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.

<sup>4</sup> 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.

<sup>5</sup> Mission Hospital received a prior year (7/1/13 – 12/31/13) settlement of \$600,201 for the Orange County indigent program Medical Services for the Indigent (known as MSI). With MSI transitioning to CalOptima (Orange County's Medi-Cal product), MH reconciled remaining MSI accounts. In FY15, Mission Hospital recorded a net benefit of (\$1,394,942) due to prior year settlement and reconciliation of old MSI accounts

<sup>6</sup> 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-Financial<sup>7</sup> Summary of Accomplishments**

### **American Heart Association Walk**

Over 20 walkers from Mission participated in the annual American Heart Association Walk. Mission employees raised over \$7000 enabling the Heart Walk to exceed its \$1.5 million dollar goal.



### **Back to School and Holiday Angel Projects:**

Mission Hospital employees have been committed to helping the underserved families within the area through our “Angel Projects”. The Community Benefit Team at the Family Resource Centers coordinates and facilitates the effort to further assist disadvantaged families in our communities. Annually, before the return to the fall school session, employees and departments can adopt a student “angel” to provide needed school supplies and clothes. This year, 52 children were adopted from forty-one departments located in Mission Viejo and Laguna Beach. For many of these children, it will be the first time they will receive new items for school.

Near the holiday season, employees and departments participate in the Holiday Angel adoption program. Employees identify a family to adopt and provide them with gifts for children, clothing and gift cards for food and supplies. In FY15, we served 67 families with the Holiday Angel program which included 54 parents and 92 children.

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<sup>7</sup> Non-financial summary of accomplishments are referred to in CA Senate Bill 697 as non-quantifiable benefits.

## **Building Playgrounds in San Juan Capistrano**



Mission Hospital partnered with NeighborWorks OC and Habitat for Humanity to address the childhood obesity prevention initiative. A group of local residents from the neighborhood met regularly to determine the need, surveyed 182 residents for community feedback, and joined the efforts to build a park. With Yokohama Tires as a sponsor, a second playground in the Villas II apartments in San Juan Capistrano, was prepped and built in FY15.

## **Feria Del Sol Community Health Fair**

The Community Benefit Department hosted its annual Feria del Sol health fair in San Juan Capistrano which aims to provide medical services and resources to our under and uninsured residents of South County. Feria del Sol attracted 400 residents overall and provided the following FREE services: vision and eye exams, mammograms, developmental screenings for young children, blood pressure and glucose screenings, hearing, dental, and emotional wellbeing screenings.

In addition to the community partners and volunteers from various local churches, clubs, and schools, 12 Mission Hospital nurses volunteered their time toward this meaningful community event.