



***ST. JUDE MEDICAL CENTER  
FY20 Community Benefit Report  
Progress on FY18 - FY20 Community Benefit Plan/Implementation Strategy  
Report***

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## **EXECUTIVE SUMMARY**

St. Joseph Health, St. Jude Medical Center, a member of Providence St. Joseph Health. [Providence St. Joseph Health](#) is an organization created by Providence Health & Services and St. Joseph Health with the goal of improving the health of the communities it serves, especially those who are poor and vulnerable.

St. Jude Medical Center, an acute-care hospital founded in 1957 is located in Fullerton, California. It became a member of St. Joseph Health in September 1983. The facility has 320 licensed beds, all of which are currently available, and a campus that is approximately 40 acres in size. St. Jude Medical Center has a staff of 2,526 caregivers and professional relationships with 615 physicians and 83 independent allied health professionals. Major programs and services include cardiac care, stroke/neuro, orthopedics, rehabilitation, oncology, emergency medicine and obstetrics.

In response to identified unmet health-related needs in the community needs assessment, during FY18-FY20, St. Jude Medical Center focuses on access to health care for the uninsured and underinsured, mental health (including substance abuse) and obesity (including food and nutrition, lack of exercise and walkability) for the broader and underserved members of the surrounding community. There were no collaborating organizations on the development of this plan.

### **Community Benefit Investment**

St. Joseph Health, St. Jude Medical Center invested \$46,267,409 in community benefit in FY 2020 (FY20). For FY20, St. Joseph Health, St. Jude Medical Center had an unpaid cost of Medicare of \$15,202,670.

### **FY18 - FY20 CB Plan Priorities/Implementation Strategies**

As a result of the findings of our FY17 Community Health Needs Assessment (CHNA) and through a prioritization process aligned with our mission, resources and hospital strategic plan, St. Jude Medical Center is focusing on the following areas for its FY18-FY20 Community Benefit efforts:

- ⦿ Obesity (including Food and Nutrition, Lack of Exercise and Walkability)
- ⦿ Mental Health (including Substance Abuse)
- ⦿ Access to care for the Uninsured and Underinsured

In FY20 the hospital implemented the following strategies addressing priorities as developed in its FY18-FY20 Community Benefit Implementation Plan.

- **Obesity: 52.4% of target Title 1 schools showed an increased percentage of 5<sup>th</sup> graders in the Healthy Fitness Zone for body composition in the 18-19 school year which is the last year data is available as compared to the 14-15 baseline school year, which did not meet the FY20 target of 60%. 50% of target Title 1 schools showed an increased percentage of 7<sup>th</sup> graders in the Healthy Fitness Zone for body composition but only 20% of the Title 1 high schools showed an improvement in the percentage of students in the Healthy Fitness Zone. However, many of the strategy targets were met as outlined below.**

1. 26 schools achieved the prestigious bronze level or higher from the Alliance for Healthier Schools program, exceeding the 2020 target of 12 schools. This is a coveted designation because it demonstrates schools implemented stronger wellness policies. One school achieved Gold designation.

2. Fullerton, La Habra, Buena Park and Placentia implemented at least one new Complete Streets Plan or Bicycle Master Plan strategy, meeting the 2020 goal of two in each city since each city had previously implemented strategies.

3. A total of 19,777 healthy lifestyle goals were established by low income residents surpassing the target of 18,000 healthy lifestyle goals.

4. We engaged 119 adults and youth through the Resident Leadership Academy, an academy teaching grassroots effort to advocate for built in environment and nutrition policies in the communities they live.

5. We conducted only 1 walkability audit which did not meet target as schools were closed starting in March due to COVID-19.

6. We did not meet our goal in promoting outdoor fitness center utilization in parks located in low-income neighborhoods due to COVID-19 and closure of some parks.

#### **6. Access to Mental Health Services for Underserved Persons**

**9,719 mental health encounters provided in FY20 which exceeded the FY20 target of 9,225 by 9.5%.**

Of the goals that were set for FY20 addressing access to mental health services for the underserved, we have the following to report:

1. Implemented a Chemical Dependency Navigator Program recording 1,656 visits exceeding the FY20 target of 1,500 by 10.4%.

2. Collaborated with at three school districts, Fullerton School District, La Habra Elementary School District and Anaheim Union School District, to enhance mental health prevention and treatment. Provided 1,542 encounters exceeding FY20 target of 1,500 by 2.8%.

3. Improved the quality of care provided to clients experiencing depression as measured by changes in the PHQ-9. Did not meet FY20 target of 75 patients improving PHQ-9 scores. Of the 62 patients whose PHQ-9 were greater than 10, 31 or 50% showed an improvement after intervention.

4. Reduced the stigma of mental health issues as measured by number of persons who make a promise to talk – 608 promises to talk which was significantly less than the FY20 target of 1,000 promises. This was largely due to COVID-19 which required a pivot from in person community events to virtual contacts.

5. Improved integration of primary care with three providers on board. Heritage increased their providers to 10 therapists who provided 9,093 encounters and the clinic had 2 therapists.

6. Improved connecting the homeless population with mental health and substance use services with 177 clients connected to services.

7. Engaged with OC HIP Social Determinants of Health Committee - a local coalition of partners to address upstream community determinants of health with 50 members.

8. Advocated for policy and system change to improve community determinants of mental health by participating in the Mental Health Services Act Strategic Planning process and the Be Well Initiative.

- **Increase Access to Health Care for the Underserved**

**The FY20 goal of 30,000 visits was not met. St. Jude Neighborhood Health Centers provided 21,446 visits. This was a result of COVID-19 and the delay in building the Anaheim clinic site.**

1. The expansion of St. Jude Neighborhood Health Center, a Federally Qualified Health Center (FQHC) was completed in September 2019, offering free or low-cost medical, dental and mental health services for the uninsured and underinsured. However, there were delays in the approval by the City of Anaheim of the new Anaheim clinic. It is anticipated that the clinic will open in the Spring 2021.

2. A systematic approach was implemented at these clinics to collect social determinants of health data to connect patients to other services outside the medical realm, but equally as important for continued good health. For example, food insecurity, housing, etc. 1,720 clinic patients were screened in FY20 for social determinants of health.

3. Expanded access to specialty care and urgent care was not met as the new Anaheim site opening has been delayed.

4. Implemented PAUSE Plan, a pilot program to help Medi-Cal patients to better understand and access full scope of medical services and to reduce inappropriate use of the Emergency Department. Of the 146 patients enrolled in the past two years, there was a 45.7% decrease in hospital utilization and a 50%



decrease in re-admissions.

5. Continued to support policy initiatives that promote continued access to health insurance. Did not meet FY20 target uninsured rate of 7%. Most recent data in 2018 is 8.1%.

In addition, St. Jude Medical Center partners with our sister Providence St. Joseph Health ministries on a regional priority on education equity. The Director, Community Health Initiative (CHI) serves as Co-Chair Early Childhood OC.

Due to the fast pace at which the community and health care industry change, St. Jude Medical Center anticipates that implementation strategies may evolve and therefore, a flexible approach is best suited for the development of its response to the St. Jude Medical Center Community Health Needs Assessment (CHNA). On an annual basis St. Jude Medical Center evaluates its Community Benefit Plan, specifically its strategies and resources, and adjusts as needed to achieve its goals/outcome measures, and to adapt to changes in resource availability.

### ***Responding to the COVI-19 Pandemic***

Community Benefit Programs were disrupted by the SARS-COV-2 virus and COVID-19, which has impacted all of our communities. Our commitment first and foremost is to respond to the needs of our communities, particularly individuals who are disproportionately impacted by the economic and social effects of COVID-19. To that end, in FY 20 we allocated \$500,000 for emergency response due to COVID-19. Funds were distributed to individual families through the United Way Pandemic Relief Fund, the Immigrant Resilience Fund and the Center for Healthy Neighborhoods to provide emergency financial assistance for rent and food. In addition, funding was provided to Second Harvest Food Bank for food staples and to Charitable Ventures to support non-profit organizations who are struggling. While this is a dynamic situation, we recognize the greatest needs of our communities will change in the coming months, and it is important that we adapt our efforts to respond accordingly. We are committed to supporting, strengthening, and serving our communities in ways that align with our Mission, engage our expertise, and leverage our Community Benefit dollars in the most impactful ways.

### **PROVIDENCE ST. JOSEPH HEALTH**

[Providence St. Joseph Health \(PSJH\)](#) was created by Providence Health & Services and St. Joseph Health with the goal of improving the health of the communities it serves, especially those who are poor and vulnerable.

Together, our 120,000 caregivers (all employees) serve in 51 hospitals, 1,085 clinics and a

comprehensive range of services across Alaska, California, Montana, New Mexico, Oregon, Texas and Washington. The Providence St. Joseph Health family includes: Providence Health & Services, St. Joseph Health, Covenant Health in West Texas, Facey Medical Foundation in Los Angeles, Hoag Memorial Presbyterian in Orange County, Calif., Kadlec in Southeast Washington, Pacific Medical Centers in Seattle, and Swedish Health Services in Seattle.

All ministries share a common mission, increasing access to health care and bringing quality, compassionate care to those we serve, with a focus on those most in need. By coming together, Providence St. Joseph Health has the potential to seek greater affordability, achieve outstanding and reliable clinical care, improve the patient experience and introduce new services where they are needed most.

### *It begins with heritage*

The founders of both organizations were courageous women ahead of their time. The Sisters of Providence and the Sisters of St. Joseph of Orange brought health care and other social services to the American West when it was still a rugged, untamed frontier. Now, as we face a different landscape – a changing health care environment – we draw upon their pioneering and compassionate spirit to plan for the future.

### **Providence Health & Services**

In 1856, Mother Joseph and four Sisters of Providence established hospitals, schools and orphanages across the Northwest. Over the years, other Catholic sisters transferred sponsorship of their ministries to Providence, including the Little Company of Mary, Dominicans and Charity of Leavenworth. Recently, Swedish Health Services, Kadlec Regional Medical Center and Pacific Medical Centers have joined Providence as secular partners with a common commitment to serving all members of the community. Today, Providence serves Alaska, California, Montana, Oregon and Washington.

### **St. Joseph Health**

In 1912, a small group of Sisters of St. Joseph landed on the rugged shores of Eureka, Calif., to provide education and health care. The ministry later established roots in Orange, Calif., and expanded to serve Southern California, the California High Desert, Northern California and Texas. The health system established many key partnerships, including a merger between Lubbock Methodist Hospital System and St. Mary Hospital to form Covenant Health in Lubbock Texas. Recently, an affiliation was established with Hoag Health to increase access to services in Orange County, California.

## **MISSION, VISION, AND VALUES**

### ***Our Mission***

*As expressions of God’s healing love, witnessed through the ministry of Jesus, we are steadfast in serving all, especially those who are poor and vulnerable.*

### ***Our Vision***

*Health for a Better World.*

### ***Our Values***

*Compassion*

*Dignity*

*Justice*

*Excellence*

*Integrity*

## **INTRODUCTION – WHO WE ARE AND WHY WE EXIST**

St. Joseph Health, St. Jude Medical Center, a member of Providence St. Joseph Health. [Providence St. Joseph Health](#) is a new organization created by Providence Health & Services and St. Joseph Health with the goal of improving the health of the communities it serves, especially those who are poor and vulnerable.

Together, our 120,000 caregivers (all employees) serve in 51 hospitals, 1,085 clinics and a comprehensive range of services across Alaska, California, Montana, New Mexico, Oregon, Texas and Washington. The Providence St. Joseph Health family includes: Providence Health & Services, St. Joseph Health, Covenant Health in West Texas, Facey Medical Foundation in Los Angeles, Hoag Memorial Presbyterian in Orange County, Calif., Kadlec in Southeast Washington, Pacific Medical Centers in Seattle, and Swedish Health Services in Seattle.

Bringing these organizations together is a reflection of each of our unique missions, increasing access to health care and bringing quality, compassionate care to those we serve, with a focus on those most in need. By coming together, Providence St. Joseph Health has the potential to seek greater affordability, achieve outstanding and reliable clinical care, improve the patient experience and introduce new services where they are needed most.

St. Joseph Health, St. Jude Medical Center has been meeting the health and quality of life needs of the local community for over 60 years. Serving the communities of Anaheim, Brea, Buena Park, Chino, Chino Hills, Diamond Bar, Fullerton, Hacienda Heights, La Habra, La Mirada,



Placentia, Rowland Heights, Walnut, Whittier, and Yorba Linda, St. Jude Medical Center is an acute care hospital that provides quality care in the areas of Stroke / Neuro / Ortho/ Cardio / Perinatal / Oncology and rehabilitation. With 2,509 caregivers committed to realizing the mission, St. Jude Medical Center is one of the largest employers in the region.

## **COMMUNITY BENEFIT INVESTMENT**

St. Jude Medical Center invested \$46,267,409 in community benefit in FY 2020 (FY20). For FY20, St. Jude Medical Center had an unpaid cost of Medicare of \$15,202,670.

## **ORGANIZATIONAL COMMITMENT**

St. Jude Medical Center 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 (SJH) created the St. Joseph Health Community Partnership Fund (SJH CPF) (formerly known as the St. Joseph Health System Foundation) to improve the lives of low-income individuals residing in local communities served by SJH Hospitals.

Up until 2019, year St. Jude Medical Center allocated 10 percent of its net income (net realized gains and losses) to the St. Joseph Health Community Partnership Fund. 75 percent of these contributions are used to support local hospital Care for the Poor programs. 17.5 percent is used to support SJH Community Partnership Fund grant initiatives. The remaining 7.5 percent was designated toward reserves, which helps ensure the Fund's ability to sustain programs into the future that assist low-income and underserved populations. In 2020, St. Jude Medical Center utilized Care for the Poor Fund reserves to support many of its community health programs.

Furthermore, St. Jude Medical Center 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 and Management Structure**

St. Jude Medical Center further demonstrates organizational commitment to the community benefit process through the allocation of staff time, financial resources, participation and collaboration. The Regional Director of Community Health Investment is 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.

A charter approved in 2007 establishes the formulation of the St. Jude Medical Center Community Benefit Committee. 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 overseeing and directing the Community Benefit activities.

The Community Benefit Committee has a minimum of eight members including three members of the Board of Trustees. Current membership includes 3 members of the Board of Trustees, and 20 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 quarterly.

## **Roles and Responsibilities**

### *Senior Leadership*

- CEO and other senior leaders are directly accountable for CB performance.

### *Community Benefit Committee (CBC)*

- CBC serves as an extension of trustees to provide direct oversight for all charitable program activities and ensure program alignment with Advancing the State of the Art of Community Benefit (ASACB) Five Core Principles. It includes diverse community stakeholders. Trustee members on CBC serve as board level champions.
- The committee provides recommendations to the Board of Trustees regarding budget, program targeting and program continuation or revision.

### *Community Benefit (CB) Department*

- Manages CB efforts and coordination between CB and Finance departments on reporting and planning.
- Manages data collection, program tracking tools and evaluation.
- Develops specific outreach strategies to access identified Disproportionate Unmet Health Needs (DUHN) populations.
- Coordinates with clinical departments to reduce inappropriate ER utilization.
- Advocates for CB to senior leadership and invests in programs to reduce health disparities.

### ***Local Community***

- Partnership to implement and sustain collaborative activities.
- Formal links with community partners.
- Provide community input to identify community health issues.
- Engagement of local government officials in strategic planning and advocacy on health-related issues on a city, county, or regional level.

## **PLANNING FOR THE UNINSURED AND UNDERINSURED**

### **Patient Financial Assistance Program**

The St. Joseph Health (SJH) Financial Assistance Program helps to make our health care services available to everyone in our community needing emergent or medically necessary care. This includes people who do not have health insurance and are unable to pay their hospital bill, as well as patients who do have insurance but are unable to pay the portion of their bill that insurance does not cover. In some cases, eligible patients will not be required to pay for services; in others, they may be asked to make partial payment. At St. Joseph Health, St. Jude Medical Center, our commitment is to provide quality care to all our patients, regardless of their ability to pay. We believe that no one should delay seeking needed medical care because they lack health insurance or are worried about their ability to pay for their care. This is why we have a Financial Assistance Program for eligible patients. In FY20, St. Joseph Health, St. Jude Medical Center ministry, provided \$5,104,686 in free and discounted care following a policy providing assistance to patients earning up to 350% of the federal poverty level. This resulted in 18,377 patient encounters receiving free or discounted care a 24% increase over FY19.

For information on our Financial Assistance Program click:

<https://www.providence.org/obp/ca/orange-county-and-high-desert/financial-assistance>

### **Medi-Cal (Medicaid)**

St. Joseph Health, St. Jude Medical Center provides access to the uninsured and underinsured by participating in Medicaid, also known as Medi-Cal in California. In FY20, St. Joseph Health, St. Jude Medical Center ministry, provided \$33,084,531 in Medicaid shortfall. The hospital received \$15,204,408 income from the MediCal Hospital Quality Assurance Fee program for FY20. If it was not for the Hospital Quality Assurance Fee received, Unpaid Cost of MediCal would have been \$48,288,939.

## COMMUNITY

### **Definition of Community Served**

St. Jude Medical Center provides North Orange County and parts of Los Angeles, Riverside, and San Bernardino counties' communities with access to advanced care and advanced caring. The hospital's service area extends from Walnut in the north, Anaheim in the south, Corona in the east and Buena Park in the west. Our Hospital Total Service Area includes the cities of Anaheim, Brea, Buena Park, Chino, Chino Hills, Diamond Bar, Fullerton, Hacienda Heights, La Habra, La Mirada, Placentia, Rowland Heights, Walnut, Whittier, and Yorba Linda. This includes a population of approximately 1.35 million people, an increase of 8% of from the prior assessment.

### **Community Profile**

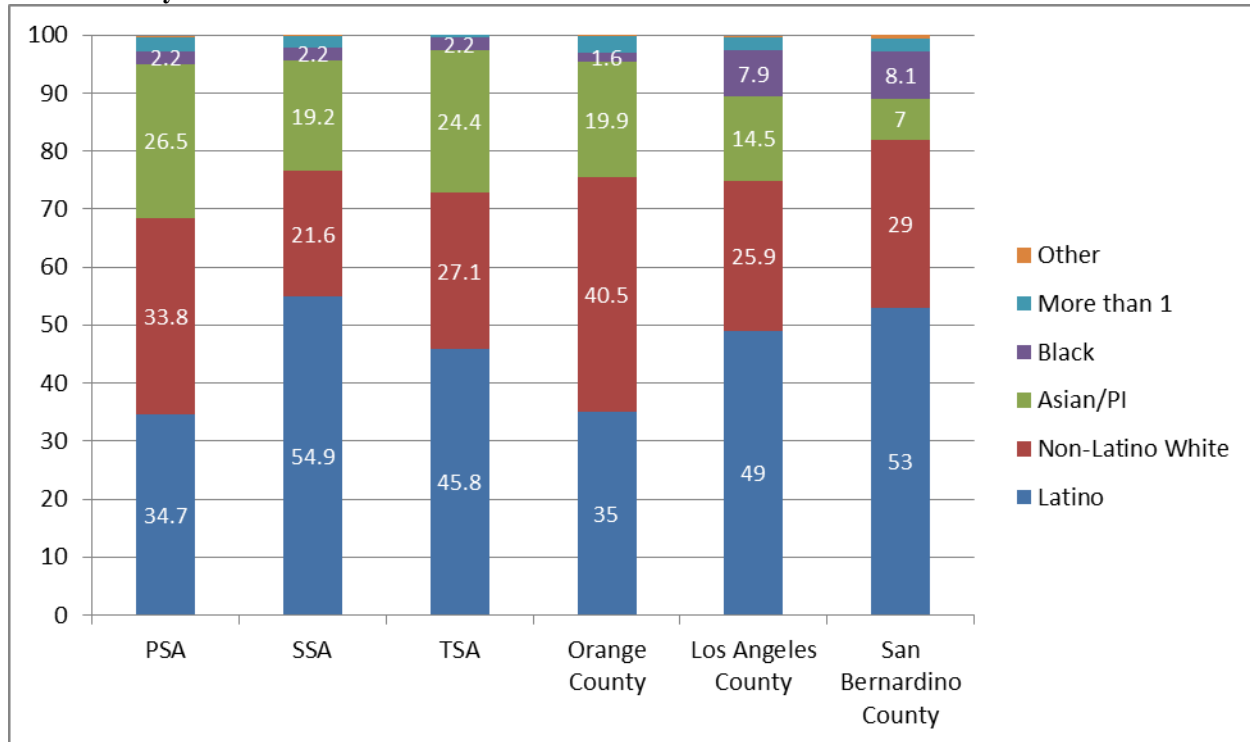
The table and graph, on the next page, provide basic demographic and socioeconomic information about the St. Jude Medical Center Service Area and how it compares to Orange County, Los Angeles County, San Bernardino County, and the state of California. While 62% of the Total Service Area (TSA) population resides in Orange County, 32% lives in Los Angeles County and 6% is in San Bernardino County. However, most comparisons of the TSA will be made to Orange County because the areas in Los Angeles and San Bernardino Counties are adjacent to Orange County and more similar to it than their own home counties.

The TSA of St. Jude Medical Center has over 1.3 million people, with a median income of just over \$73,000. Compared to Orange County, the TSA has more people who do not speak English "very well" and fewer people who speak only English at home, as well as slightly higher rates of poverty. The TSA, like Orange County, has no majority race or ethnicity. The Secondary Service Area (SSA), which includes the entirety of Anaheim and Whittier as well as some smaller cities, has more children and fewer older adults than the Primary Service Area (PSA) and is socioeconomically worse off than the PSA, with lower incomes and higher rates of poverty. Over half of the population of the SSA is Latino and 24% of the SSA reported that they did not speak English "very well."

*St. Jude Medical Center  
FY20 Community Benefit Report*

Indicator	PSA	SSA	TSA	Orange County	Los Angeles County	San Bernardino County	California
Total Population	609,863	739,348	1,349,211	3,172,848	10,147,765	2,118,866	38,986,171
Under Age 18	21.7%	24.5%	23.2%	22.9%	23.1%	27.0%	23.6%
Age 65+	14.3%	11.8%	12.9%	13.5%	12.4%	10.5%	13.2%
Speak only English at home	53.4%	42.5%	47.4%	54.4%	43.2%	58.9%	56.2%
Do not speak English "very well"	21.1%	23.5%	22.4%	20.6%	25.8%	16.2%	19.1%
Median Household Income	\$78,307	\$68,010	\$73,166	\$78,612	\$57,190	\$55,726	\$62,554
Households below 100% of FPL	8.0%	10.8%	9.5%	9.2%	14.6%	15.3%	12.3%
Households below 200% FPL	21.9%	28.5%	25.4%	23.5%	35.2%	36.0%	29.8%
Children living below 100% FPL	15.1%	19.6%	17.7%	17.6%	26.0%	26.4%	22.7%
Older adults living below 100% FPL	8.5%	10.1%	9.3%	8.7%	13.4%	11.5%	10.2%

**Race/Ethnicity**



Race/Ethnicity data is based on self-reported responses in accordance with US Census categories.

**Hospital Total Service Area**

The community served by the Hospital is defined based on the geographic origins of the Hospital’s inpatients. The Hospital Total Service Area is comprised of both the Primary Service Area (PSA) as well as the Secondary Service Area (SSA) and is established based on the following criteria:

PSA: 70% of discharges (excluding normal newborns)

SSA: 71%-85% of discharges (draw rates per ZIP code are considered and PSA/SSA are modified accordingly)

Includes ZIP codes for continuity

Natural boundaries are considered (i.e., freeways, mountain ranges, etc.)

Cities are placed in PSA or SSA, but not both.

The Primary Service Area (“PSA”) is the geographic area from which the majority of the Hospital’s patients originate. The Secondary Service Area (“SSA”) is where an additional population of the Hospital’s inpatients reside. The PSA is comprised of Brea, Diamond Bar, Fullerton, La Habra, La Mirada, Placentia, Rowland Heights, and Yorba Linda. The SSA is comprised of Chino, Chino Hills, Corona, Anaheim, Buena Park, Whittier, Hacienda Heights, and Walnut.

**Table 1. Cities and ZIP codes**

Cities/ Communities	ZIP Codes	PSA or SSA
<b>Brea</b>	92821, 92822, 92823, 92835, 92886	PSA
<b>Diamond Bar</b>	91765, 91789	PSA
<b>Fullerton</b>	90621, 90631, 92801, 92831, 92832, 92833, 92834, 92835, 92836, 92837, 92838	PSA
<b>La Habra</b>	90004, 90631, 90632, 90633	PSA
<b>La Mirada</b>	90637, 90638, 90639	PSA
<b>Placentia</b>	92811, 92870, 92871	PSA
<b>Rowland Heights</b>	91748	PSA
<b>Yorba Linda</b>	92885, 92886, 92887	PSA



<b>Chino</b>	91708, 91710, 92880	SSA
<b>Chino Hills</b>	91708, 91709, 91765, 92880, 92887	SSA
<b>Corona</b>	92877, 92878, 92879, 92880, 92881, 92882, 92883	SSA
<b>Anaheim</b>	92801, 92802, 92803, 92804, 92805, 92806, 92807, 92808, 92809, 92812, 92814, 92815, 92816, 92817, 92825, 92831, 92850, 92868, 92870, 92880, 92887, 92899	SSA
<b>Buena Park</b>	90620, 90621, 90622, 90623, 90624, 92833,	SSA
<b>Hacienda Heights</b>	91745	SSA
<b>Whittier</b>	90601, 90602, 90603, 90604, 90605, 90606, 90607, 90608, 90609	SSA
<b>Walnut</b>	91724, 91788, 91789, 91792	SSA

Figure 1 (below) depicts the Hospital’s PSA and SSA. It also shows the location of the Hospital as well as the other hospitals in the area that are a part of St. Joseph Health.

**Figure 1. St. Jude Medical Center Hospital Total Service Area**  
St. Jude Medical Center (SJMC) Hospital Total Service Area



Map represents Hospital Total Service Area (HTSA). The Primary Service Area (PSA) comprises 70% of total discharges (excluding normal newborns). The Secondary Service Area (SSA) comprises 71% - 85% of total discharges (excluding normal newborns). The HTSA combines the PSA and the SSA. Includes zip codes for continuity. Cities are placed in either PSA or SSA, but not both. SJO = St. Joseph Hospital of Orange. Prepared by the St. Joseph Health Strategic Services Department, April 2016.

## **Community Need Index (Zip Code Level) Based on National Need**

The Community Need Index (CNI) was developed by Dignity Health (formerly known as Catholic Healthcare West (CHW)) and Truven Health Analytics. The Community Needs Index (CNI) identifies the severity of health disparity for every zip code in the United States and demonstrates the link between community need, access to care, and preventable hospitalizations.

CNI aggregates five socioeconomic indicators that contribute to health disparity (also known as barriers):

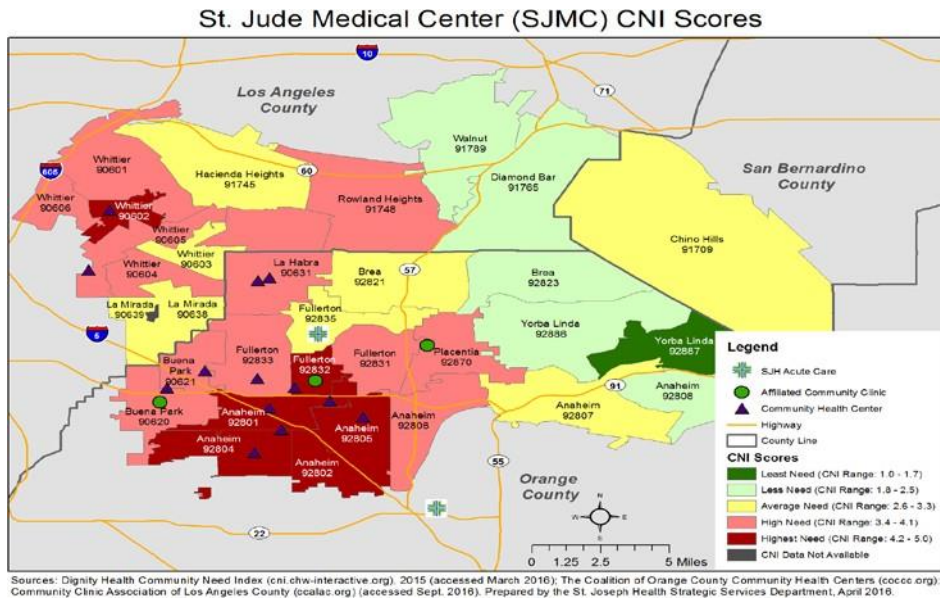
Income Barriers (Elder poverty, child poverty and single parent poverty) Culture Barriers (non-Caucasian limited English);  
Educational Barriers (% population without HS diploma); Insurance Barriers (Insurance, unemployed and uninsured); Housing Barriers (Housing, renting percentage).

This objective measure is the combined effect of five socioeconomic barriers (income, culture, education, insurance and housing). A score of 1.0 indicates a zip code with the fewest socioeconomic barriers, while a score of 5.0 represents a zip code with the most socioeconomic barriers. Residents of communities with the highest CNI scores were shown to be twice as likely to experience preventable hospitalizations for manageable conditions such as ear infections, pneumonia or congestive heart failure compared to communities with the lowest CNI scores. (Ref (Roth R, Barsi E., Health Prog. 2005 Jul-Aug; 86(4):32-8.) The CNI is used to draw attention to areas that need additional investigation so that health policy and planning experts can more strategically allocate resources.

For example, the ZIP code 92832 on the CNI map is scored 4.2, making it a High Need community. Within zip codes that may score average or better there may be very high need block groups, such as the Whitten neighborhood in Placentia.

Figure 2 (next page) depicts the Community Need Index for the hospital's geographic service area based on national need. It also shows the location of the Hospital as well as the other hospitals in the area that are a part of St. Joseph Health.

Figure 2. St. Jude Medical Center Community Need Index (Zip Code Level)



**Health Professions Shortage Area – Mental, Dental, Other**

The Federal Health Resources and Services Administration designate Health Professional Shortage Areas as areas with a shortage of primary medical care, dental care, or mental health providers. They are designated according to geography (i.e., service area), demographics (i.e., low-income population), or institutions (i.e., comprehensive health centers). Although St. Jude Medical Center is not located in a shortage area, large portions of the service area to the South are designated as shortage areas. The map below depicts these shortage areas.

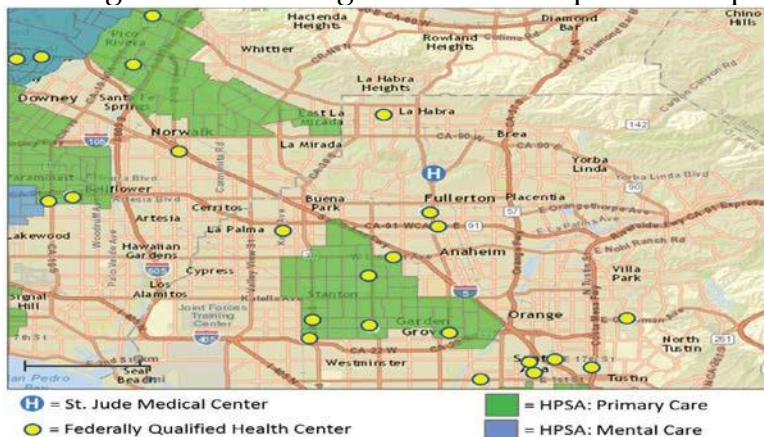


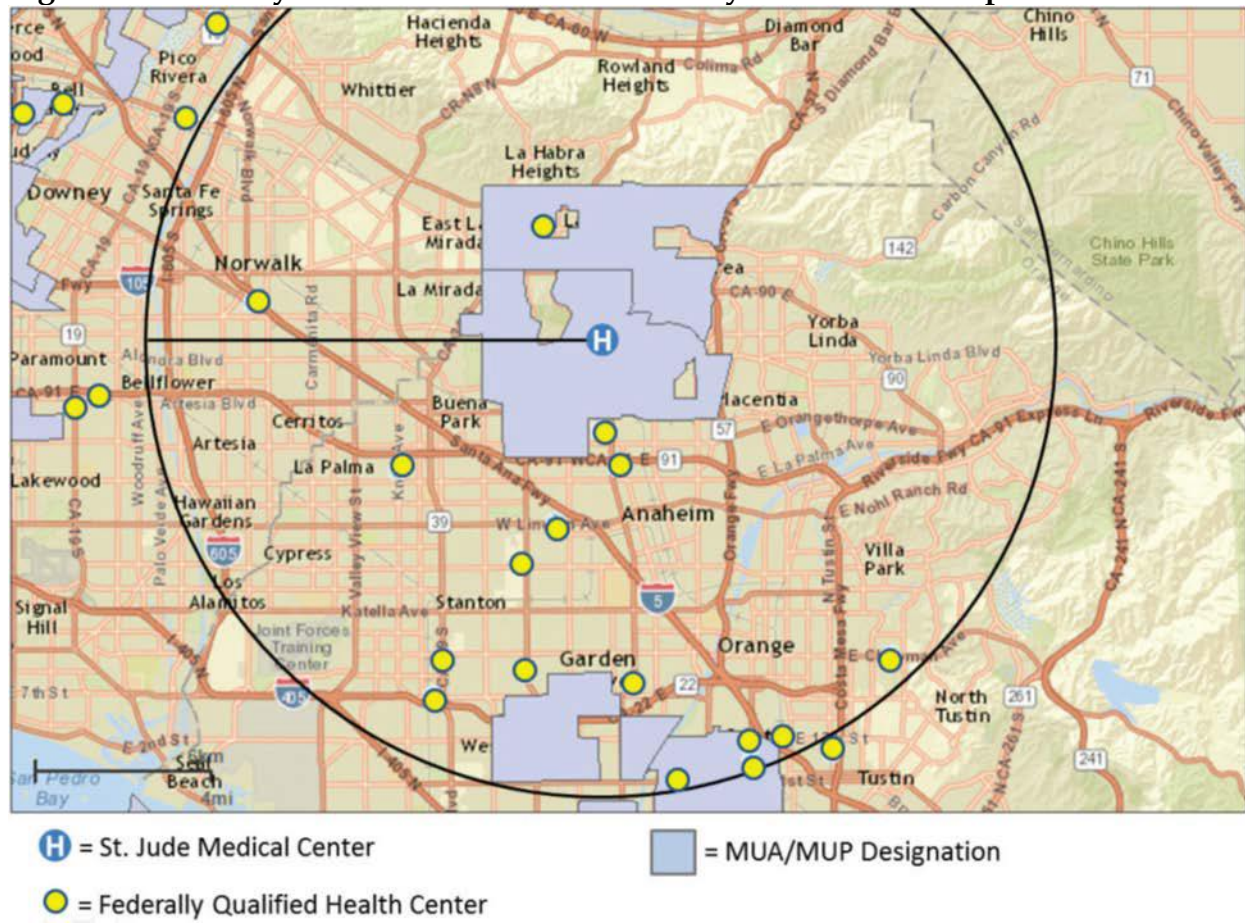
Figure 3: Health Professional Shortage Areas



**Medically Underserved Area/Medically Underserved Populations**

Medically Underserved Areas and Medically Underserved Populations are defined by the Federal Government to include areas or population groups that demonstrate a shortage of healthcare services. This designation process was originally established to assist the government in allocating community health center grant funds to the areas of greatest need. Medically Underserved Areas are identified by calculating a composite index of need indicators compiled and compared with national averages to determine an area’s level of medical “under service.” Medically Underserved Populations are identified based on documentation of unusual local conditions that result in access barriers to medical services. Medically Underserved Areas and Medically Underserved Populations are permanently set, and no renewal process is necessary. The map below depicts the Medically Underserved Areas/Medically Underserved Populations within a 30-mile radius from St. Jude Medical Center.

**Figure 4: Medically Underserved Areas/ Medically Underserved Populations**



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

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

The CHNA process was guided by the fundamental understanding that much of a person's health is determined by the conditions in which they live. In gathering information on the communities served by the hospital, we looked not only at the health conditions of the population, but also at socioeconomic factors, the physical environment, health behaviors, and the availability of clinical care. In addition, we recognized that where people live tell us a lot about their health and health needs, and that there can be pockets within counties and cities where the conditions for supporting health are substantially worse than nearby areas. To the extent possible, we gathered information at the zip code level to show the disparities in health and the social determinants of health that occur within the hospital service area. Within the guiding health framework for the CHNA, publicly available data was sought that would provide information about the communities and people within our service area. In addition, comparison data was gathered to show how the service area communities are faring compared to the county or state. Indicators were chosen if they were widely accepted as valid and appropriate measures and would readily communicate the health needs of the service area. Preference was given to data that was obtained in the last 5 years and was available at the zip code level. The data sources used are highly regarded as reliable sources of data (e.g., ESRI Business Analyst Online, US Census Bureau American Factfinder, and California Health Interview Survey). In total, 81 indicators were selected to describe the health needs in the hospital's service area.

If an indicator had zip code level data available, data was pooled to develop indicator values for the Total Service Area (TSA), Primary Service Area (PSA), and Secondary Service Area (SSA) of the hospital. This enabled comparison of zip code level data to the hospital service area and comparisons of the hospital service area to county and state measures.

After the data was gathered, the zip code level data was compared to the Total Service Area values and color-coded light pink to dark red depending on how much worse a zip code area was compared to the TSA value. This made it easier to visualize the geographic areas with greater health needs.

The process of collecting qualitative community input took two main forms: Community Resident Focus Groups and a Nonprofit and Government Stakeholder Focus Group. Each type of focus group was designed to capture the collected knowledge and opinions of people who live and work in the communities served by St. Jude Medical Center. For Community Resident

Groups, Community Benefit staff, in collaboration with their committees and the system office, identified geographic areas where data suggested there were significant health, physical environment, and socioeconomic concerns. This process also identified the language needs of the community, which determined the language in which each focus group was conducted. Community Benefit staff then partnered with community-based organizations that serve those areas to recruit for and host the focus groups. The community-based organization developed an invitation list using their contacts and knowledge of the area, and participants were promised a small incentive for their time. Two consultants staffed each focus group, serving as facilitators and note takers. These consultants were not directly affiliated with the ministry to ensure candor from the participants. For the Nonprofit and Government Stakeholder Focus Group, Community Benefit staff developed a list of leaders from organizations that serve diverse constituencies within the hospital's service area. Ministry staff sought to invite organizations with which they had existing relationships, but also used the focus group as an opportunity to build new relationships with stakeholders. Participants were not given a monetary incentive for attendance. As with the resident focus groups, this group was facilitated by outside consultants without a direct link to St. Joseph Health.

The Olin Group served as the lead consultant in the CHNA process, coordinating the quantitative and qualitative data collection processes and assisting in the prioritization and selection of health needs. St. Jude Medical Center partnered with Habitat for Humanity, Korean Community Services and the La Habra Family Resource Center to obtain focus group information.

St. Joseph Health, St. Jude Medical Center held three Community Resident Focus Groups, in three cities located within the Primary Service Area – Fullerton, La Habra and Buena Park. Two of those focus groups were in Spanish, one in Korean, to ensure that people who face more challenges with having their voices heard could participate in the community input process. A total of 52 individuals participated in the Community Resident Focus Groups.

On the topic healthy eating, the overall attitudes expressed was that most participants understood the benefits and connected not eating healthy to the development of diabetes and obesity. They shared their challenges in eating a healthy diet. Healthy, organic foods are more expensive than fast processed food. The availability of healthy alternatives was noted, especially for children. For example, children learn at a young age, through school, to eat processed foods like chicken nuggets, although the meals prepared at home are healthier. The concern of obesity impacting children was heard throughout the Community Resident Focus Groups.

The built-in environment was noted as contributing to diets high in fat and lack of exercise as which increases obesity. Fast food eateries, donut shops, and food trucks that sell junk food sodas and sweetened juices, are abundant in low-income neighborhoods. Food banks and church food pantries often give out expired or dented canned foods, or produce that is overripe,



which is not edible. The Korean focus group also noted that food banks distribute mostly Western food, not Asian food.

Community Resident Focus Group Participants from Fullerton and La Habra spoke about their concerns about jobs and poverty. The low availability of jobs in the communities where they live leads to long commutes, which pulls people away from doing other activities with their families and within their communities. The low wages limit their housing opportunities, food purchases, ability to pay for dental and health care and causes a contributes to an ongoing state of stress. Housing was a major concern at both Fullerton and La Habra focus groups. The primary concern was the lack of maintenance of apartments, and cited problems such as mold, dirt, dust, old carpets, insect and rodent infestations, and neighbors who use marijuana and tobacco.

Immigration was also cited as a concern for Community Resident Focus Group Participants. The Fullerton participants talked about how difficult it is for undocumented immigrants to get hired. Both the Fullerton and La Habra focus groups spoke about the fear of arrest and deportation has increased since November 2016, and how this contributes to higher stress levels. The Korean focus group mentioned the language barriers they face at health care facilities and the need for translators, although they are not always available.

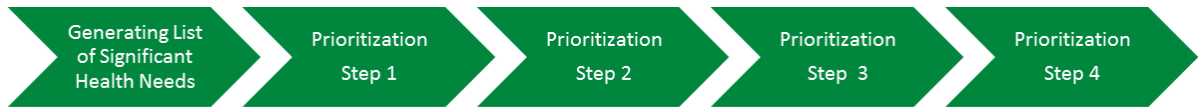
Stress and how it negatively impacts mental health was discussed in all three Community Resident Focus Groups. Low paying jobs, or lack of employment, the high cost of housing, cultural issues and undocumented status as stress contributors.

Both the Fullerton and La Habra focus groups spoke with concern about the availability of alcohol and controlled substances in their communities. Alcohol consumption in apartments and parks was noted. The use and sale of drugs and how they are connected to crime and gangs, making their communities feel unsafe.

The Stakeholder Focus Group covered a wide range of topics during the 80-minute focus group, demonstrating their understanding of the social determinants of health and their impact on the communities served by St. Joseph Health, St. Jude. There were eight participants representing various community organizations and government entities. They also understood how intertwined the issues are, explaining, for example, how the high cost of living and low incomes are connected to crowded living arrangements and landlords who do not take care of rental properties, which contribute to stress, safety, and trauma issues.

## Identification and Selection of Significant Health Needs

The graphic below depicts both how the compiled data and community input were analyzed to generate the list of significant health needs, as well as the prioritization process that allowed the selection of three significant health needs around which St. Jude Medical Center will build its implementation plan.



Who	2 external raters	2 external raters	Community Benefit Lead and internal Work group	Community Benefit Lead	Community Benefit Committee
What	A comprehensive review of data & community input	Apply the following criteria per significant health need	Apply the following criteria per significant health need	Review through two filters	Review List of issues and narrow to 1-3 priority areas for FY18-FY20 CB Plan/ Implementation Strategy investment
Criteria	All sources were analyzed for severity of the problem and level of community concern.	<ol style="list-style-type: none"> <li>1. Seriousness of the problem</li> <li>2. Scope of the problem – # of people affected</li> <li>3. Scope of the problem—compared to other areas</li> <li>4. Health disparities among population groups</li> <li>5. Importance to the community</li> <li>6. Potential to affect multiple health issues (root cause)</li> <li>7. Implications for not proceeding</li> </ol>	<ol style="list-style-type: none"> <li>1. Sustainability of impact</li> <li>2. Opportunities for coordination/ partnership</li> <li>3. Focus on prevention</li> <li>4. Existing efforts on the problem</li> <li>5. Organizational competencies</li> </ol>	<ol style="list-style-type: none"> <li>1. Is it aligned with the Mission of St. Joseph Health?</li> <li>2. Does it adhere to the Catholic Ethical and Religious Directives?</li> </ol>	<ol style="list-style-type: none"> <li>1. Is the health need relevant to the ministry?</li> <li>2. Is there potential to make meaningful progress on the issue?</li> <li>3. Is there a meaningful role for the ministry on this issue?</li> <li>4. Where do we want to invest our time and resources over the next three years?</li> </ol>
Scale	Multiple	1-5 scale	1-5 scale	Yes or No	CB Committee Dialogue

The matrix below shows the 16 health needs identified through the selection process and their scores after the first three steps of the prioritization process. The check marks indicate each source of input and whether this issue was identified as a need by that input process.

Significant Health Need	Health Category	Total Rank Score	Community Data	Resident Focus Group	Non-profit/ Govt. Stakeholder FG
Mental Health	Health Outcome	47.4	✓	✓	✓
Obesity	Health Behavior	47.0	✓	✓	✓
Access to care for the Uninsured	Clinical Care	45.2	✓	✓	
Housing	Physical Environment	45.0	✓	✓	✓
Food and Nutrition	Socioeconomic	44.5	✓	✓	✓
Diabetes	Health Outcome	44.4	✓	✓	✓
Lack of Exercise	Health Behavior	43.7	✓	✓	✓
Walkability	Physical Environment	43.0		✓	✓
Drug Abuse	Health Behavior	40.8	✓	✓	✓
Parks	Physical Environment	40.3	✓	✓	✓
Poverty	Socioeconomic	36.7	✓	✓	✓
Immigration Status	Socioeconomic	36.3	✓	✓	✓
Jobs and Salaries	Socioeconomic	35.5	✓	✓	✓
Crime and Gangs	Physical Environment	35.2		✓	✓
Language Barriers	Socioeconomic	32.2	✓	✓	✓
Long Commutes	Physical Environment	28.5	✓	✓	

**Definitions:**

**Mental Health:** Covers all areas of emotional, behavioral, and social well-being for all ages. Includes issues of stress, depression, coping skills, as well as more serious health conditions such as mental illness and Adverse Childhood Experiences.

**Obesity:** Primarily defined as the health condition in which individuals are sufficiently overweight as to have detrimental effects on their overall health. This does not include issues of exercise or food choices, which are listed as separate issues.

**Access to Care for the Uninsured:** Providing access to health care for those without insurance.

**Housing:** Includes affordability, overcrowding, and quality of housing.

**Food and Nutrition:** Concerns about healthy eating habits, nutrition knowledge, and challenges of cost and availability of healthy options.

**Diabetes:** Specifically focused on the health condition of diabetes, and awareness and prevention of it.

**Lack of Exercise:** Includes issues around access to safe places to exercise and people not having enough time to exercise or choosing not to.

**Walkability:** The lack of walkable areas and streets, including the lack of sidewalks, crosswalks, and streetlights, as well as concerns about safety due to crime, speeding cars, and loose dogs.

**Drug Abuse:** Pertains to the misuse of all drugs, including alcohol, marijuana, opiates, prescription medication, and other legal or illegal substances. It does not encompass cigarette smoking, which was considered separately and not identified as a significant health need.

**Parks:** Issues around a shortage of parks, or existing parks being poorly maintained, inaccessible, or unsafe.

**Poverty:** Poverty can have a detrimental effect on the health of low-income individuals and families and serve as a root cause of several other issues.

**Immigration Status:** Individuals who are or are connected to undocumented immigrants feel afraid and stressed, which affects their health. They also may not be able to access necessary health services or resources.

**Jobs and Salaries:** A root cause of other health issues, this covers difficulties around finding jobs that pay livable salaries and are close to home.

**Crime and Gangs:** Encompasses the incidence of crime, gang activity, and violence as well as the fear of it, which prevent people from using open spaces or enjoying their community.

**Language Barriers:** The challenges with accessing services and feeling welcomed that are faced by non- English speakers.

**Long Commutes:** Lengthy commutes can cause stress, increase the risk of accidents, reduce air quality, and take time away from healthier pursuits such as exercise or preparing healthier food.

### **Community Health Needs Prioritized**

St. Jude Medical Center will address the following priority areas as part of its FY18-FY20 CB Plan/Implementation Strategy Report:

- **Mental Health (including Substance Abuse):** Implement innovative solutions and partnerships that eliminate the stigma of mental illness and ease access to care, build resilience in children, teens, families, and seniors, reduce suffering from depression, anxiety, and social isolation, curtail substance abuse and create hope for people with serious and persistent mental illness.
- **Increase access to health care:** provide support to affiliated community health center and other programs, increasing access to care for the underserved.

- **Obesity (including Food and Nutrition, Lack of Exercise and Walkability):** Implement policy, system, and environmental changes that make the healthy choice the easy choice in low income neighborhoods in North Orange County.

**Mental Health and Substance Abuse** were combined by the Community Benefit Committee. At the conclusion of Step 3 of the prioritization process, mental health was the highest ranked concern and substance abuse was ranked ninth. Both concerns were raised by community residents and stakeholders during the community input process, where they spoke in particular about stress due to low incomes, the high cost of living, crime, and immigration status. Data on mental health and substance abuse is difficult to obtain and often only at the county level. The emergency room utilization rate due to mental illness across Orange County is 59.2 per 10,000 inhabitants, compared to rates of 85.6, 98.9, and 130.2 in three zip codes of Anaheim. Data from the California Health Interview Survey-Neighborhood Edition shows high rates of serious psychological distress in Whittier (as high as 10.9%), although the rate for the TSA (7.4%) is below the state average (8.1%). The percentage of adults reporting binge or heavy drinking in Orange County is 19.5% compared to 17.2% throughout California. Mental health and substance abuse were combined as one priority to reflect both the approach of the regional and system wide Institutes for Mental Health and Wellness. Mental health and substance abuse were selected by the Committee as a priority because of the high score based on need and the regional and system-wide focus of this issue.

**Access to Care for the Uninsured and Underinsured** was the third highest ranked health need after the first three steps of the prioritization process. Participants at the community focus groups mentioned that undocumented immigrants are unable to purchase health insurance and the high cost of living affects the ability to pay for health care. In 2014, the TSA had a slightly higher rate of uninsured adults than Orange County (20.5% compared to 19.4%) and six zip codes had rates at or above 25% (in Buena Park, Whittier, and Anaheim). Orange County also had higher rates of uninsured children than California (5.3% compared to 3.2%), with rates in eight zip code areas over 6%. Since 2014, the Affordable Care Act and the state expansion of MediCal to undocumented children has reduced the rate of uninsured.

**Obesity (Food and Nutrition, Lack of Exercise and Walkability)** was the second highest ranked health need after the first three steps of the prioritization process; Food and Nutrition was ranked fifth. These were combined as food and nutrition; lack of exercise and walkability are viewed as strategies to address obesity. Rates of overweight children and obese adults in the TSA are higher than Orange County rates for all age groups. For example, 27% of teenagers are overweight or obese in the TSA compared to 21% in Orange County. In some zip codes in the SSA, the rates are over 40% (all in Whittier). Similarly, the rate of obesity in adults is 22% in the TSA and over 25% in nine zip code areas (primarily in Whittier and Anaheim), compared to 18% in Orange County. 8% of people in the TSA reported low-income food insecurity, compared to 7% in Orange County. Rates of food insecurity were at or above 10% in 12 zip code

areas, including parts of Buena Park, Fullerton, Whittier, and Anaheim. Community members recognized that obesity is prevalent in their neighborhoods and associated it with challenges to affording healthy food, easy access to less healthy processed and fast foods, and lack of safe places to exercise in their neighborhoods. The Committee selected Obesity as a top priority because of its prevalence, particularly in low income communities and its impact on health status.

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

### **Needs Beyond the Hospital's Service Program**

No hospital facility can address all the health needs present in its community. We are committed to continue our Mission by partnering with other organizations who may meet the needs beyond our programs and by funding other non-profits through our Care for the Poor program managed by the St. Jude Medical Center.

Furthermore, St. Jude Medical Center 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 and resources to meet the identified needs of underserved communities throughout St. Jude Medical Center's service areas.

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

**Homelessness Services:** While St. Jude Medical Center has not prioritized homelessness as a top priority based on the CHNA, it is an increasing challenge in our community and the Medical Center has made investments to address this. The Medical Center has implemented a Community Care Navigation program which provides two social workers who work with homeless patients who come to the Emergency Department and the hospital and follow them in the community to connect them to resources. The Medical Center has a contract with Illumination Foundation for recuperative care and is a funded partner in the Whole Person Care Initiative and the Street to Home Initiative. In August 2019, the Medical Center participated in the development of a regional homelessness/housing plan for the next three years.

**Diabetes:** St. Jude Medical Center has chosen to address the increase in diabetes prevalence by focusing on obesity.



**Poverty:** While St. Jude Medical Center has not selected poverty as a top priority, the majority of its community benefit programs are targeted to the low-income population. The Medical Center partners with Orange County Community Action Partnership, the county anti-poverty agency on several initiatives.

**Immigration Status:** While the Medical Center has not selected immigration status as a top priority, advocacy efforts to alert immigrants to their rights are on-going.

**Jobs and Salaries:** The Medical Center has a policy of a just living wage and in that way serves as a role model for other organizations in the community.

**Crime and Gangs:** The declining crime rate has not made this a priority, but the Medical Center actively participates in five local city collaboratives that focus on the needs of at-risk youth with a goal to reduce gang involvement and crime.

**Language Barriers:** The Medical Center has a robust interpreter services department and policy. Several of the collaboratives that the Medical Center supports are focused on literacy issues.

**Long Commutes:** The Regional Director, Community Health Investment leads the Alliance for a Healthy Orange County which has as a priority increasing the use of active transportation. The Medical Center's Move More Eat Healthy campaign encourages the creation of walkable mixed-use communities.

## **COMMUNITY BENEFIT PLAN**

### **Summary of Community Benefit Planning Process**

The FY18-20 Community Benefit Strategy/Implementation Plan was developed in response to findings from the FY17 Community Health Needs Assessment and is guided by the following five core principles:

- **Disproportionate Unmet Health-Related Needs:** Seek to accommodate the needs to communities with disproportionate unmet health-related needs.
- **Primary Prevention:** Address the underlying causes of persistent health problem.
- **Seamless Continuum of Care:** Emphasis evidence-based approaches by establishing operational 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.

The plan was developed in alignment with the Orange County Health Improvement Plan, which is developed under the leadership of the Orange County Public Health division. Key priorities in the Medical Center Plan are included in the county-wide plan.

### **Selection Criteria and Process**

Evaluators from The Olin Group performed a rigorous review of the publicly available data and community input to identify 16 significant health needs for St Jude Medical Center.

The selection process began with the development of a general list of potential health needs, derived from a broad review of the indicator data, focus group findings, and literature around health concerns and social determinants of health. The goal of the selection process was to analyze the wide variety and large quantity of information obtained through the quantitative and qualitative processes in a consistent manner. Each source of input was considered as follows:

- **Quantitative Data:** Weighting was based on how the service area compared to California and county averages and how individual cities and zip codes compared to the service area averages. Note that for some health needs, data was not readily available.
- **Resident Focus Groups:** Focus Group transcripts and notes were reviewed and considered both at the individual focus group level and collectively across focus groups. Weighting was related to how often and how extensively an issue was discussed by the participants.
- **Stakeholder Focus Group:** Weighting for the stakeholder group was based on how strongly the problem was discussed by the participants and the extent of agreement among the participants about the problem.

In developing the list of significant health needs, the quantitative data was given equal weight to the community input. After reviewing and rating all the available information, the list of potential health needs was ranked from greatest to lowest need for the ministry and the top 16 were recommended by The Olin Group for further consideration.

Before the final selection of significant health needs, two reviews took place. First, The Olin Group reviewed the list to determine if there were needs that were identified as priorities through the community process but not highlighted by the data, or for which no data was available. In some cases, a significant health need may have been added to the list due to this review. In the second review, the Community Benefit Lead examined the list, using his ministry-specific knowledge to determine if the significant health needs should be consolidated or added. Once the review was completed, the list was finalized and prioritized.

### **Prioritization Process and Criteria**

To prioritize the list of significant health needs and ultimately select the three health needs to be addressed by St. Jude Medical Center; a four-step process was followed that incorporated the experience, expertise, and perspective of both internal and external stakeholders of the ministry.

**Step 1:** Using criteria that were developed in collaboration with the St. Joseph Health System Office and the Community Benefit Lead, The Olin Group Evaluation Team scored each health need on seven criteria.

- **Seriousness of the Problem:** The degree to which the problem leads to death, disability, and impairs one's quality of life
- **Scope of the Problem 1:** The number of people affected, as a percentage of the service area population
- **Scope of the Problem 2:** The difference between the percentage of people affected in the service area compared to regional and statewide percentages
- **Health Disparities:** The degree to which specific socioeconomic or demographic groups are affected by the problem, compared to the general population
- **Importance to the Community:** The extent to which participants in the community engagement process recognized and identified this as a problem
- **Potential to Affect Multiple Health Issues:** Whether or not this issue is a root cause, and the extent to which addressing it would affect multiple health issues
- **Implications for Not Proceeding:** The risks associated with exacerbation of the problem if it is not addressed at the earliest opportunity

**Step 2:** The Community Benefit Lead for St. Jude Medical Center convened a working group of stakeholders to complete the second stage of prioritization. This working group applied 4 criteria to each need.

- **Sustainability of Impact:** The degree to which the ministry's involvement over the next 3 years would add significant momentum or impact, which would remain even if funding or ministry emphasis on the issue were to cease.
- **Opportunities for Coordination and Partnership:** The likelihood that the ministry could be part of collaborative efforts to address the problem.
- **Focus on Prevention:** The existence of effective and feasible prevention strategies to address the issue.
- **Existing Efforts on the Problem:** The ability of the ministry to enhance existing efforts in the community.

The Community Benefit Staff participating in the working group also considered a fifth criterion:

- **Organizational Competencies:** The extent to which the ministry has or could develop the functional, technical, behavioral, and leadership competency skills to address the need.

**Step 3:** Two final criteria were considered by the Community Benefit Lead for each health need.

- **Relevance to the Mission of St. Joseph Health:** Is this area relevant to or aligned with the Mission of St. Joseph Health?
- **Adherence to Ethical and Religious Directives:** Does this area adhere to the Catholic Ethical and Religious Directives?

If the answer was “No” to either question, the health need was dropped from further consideration. None of the needs were dropped at this step.

**Step 4:** The final step of prioritization and selection was conducted by the St. Jude Medical Center Community Benefit Committee, which reviewed the list of identified health needs rank-ordered by the results of the first three steps of the prioritization process. The Committee discussed each need and its relevance to the ministry, the potential for progress on the issue, and the potential role of the ministry in addressing the need. After extensive discussion, the Committee selected three priorities for inclusion in the plan.

Once the priorities were identified, Community Benefit staff drafted goals, outcome measures, strategies and targets that were reviewed and refined by the Community Benefit Committee. Every effort was made to incorporate evidenced-based, best practice or promising practice strategies, as well as build on existing efforts in the community. The proposed plan was presented to the Community Benefit Committee for final approval.

**Addressing the Needs of the Community:**

**FY18 – FY20 Key Community Benefit Initiatives and Evaluation Plan**

**FY20 Accomplishments**

**1. Initiative/Community Need being Addressed:** Access to Mental Health Services for Underserved Persons

**Goal (anticipated impact):** Increased access to quality mental health services for low income persons

Outcome Measure	Baseline	FY20 Target	FY20 Results
Number of mental health prevention and treatment encounters provided by programs supported by SJMC	2,465	9,225	9,719

Strategy(ies)	Strategy Measure	Baseline	FY20 Target	FY20 Results
1.Implement chemical dependency care navigation program	# of encounters provided chemical dependency assessment and intervention	0	1,500	1,656
2.Collaborate with at least 3 school districts to enhance mental health prevention/treatment	# of student mental health encounters	519	1,500	1,542
3.Improve the quality of care provided at SJNHC and St. Jude Senior Services for clients experiencing depression	# of patients whose baseline PHQ 9 is greater than 10 who improve by one level	0	75	31
4.Reduce the stigma of mental health issues in North Orange County	# of persons who have made a promise to discuss mental health	0	1,000	608 promises 3,726 encounters
5.Improve integration of primary care and mental health services	# of mental health clinicians FTE integrated into North Orange County primary care and clinic practices	1.25	3.5	11
	# of encounters provided	1,838	5,000	9,842
Increase connection of	# of homeless patients in	108	125	Total of 177 homeless persons connected: 100 persons with

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homeless population with mental health and substance use services	Community Care Navigation program connected to mental health or substance use services			mental health concerns and 77 persons with substance use concerns connected
Engage a strategic and comprehensive local coalition of partners to address the upstream community determinants of mental health across the Spectrum of Prevention and the Adverse Community Experience and Resilience framework	# of partners engaged in upstream mental health improvement efforts	0	12	50
Advocate for policies and system changes that improve the community determinants of mental health including changes to address substance use	# of policies and system changes advocated for	0	6	6

**Evidenced Based Sources:** United States Substance Abuse and Mental Health Services Administration National Registry of Evidenced Based Programs and Practices [www.samhsa.gov/nrepp](http://www.samhsa.gov/nrepp); Healthy People 2020 Evidenced Based Resources. [www.healthypeople2020](http://www.healthypeople2020).

**Key Community Partners:** Fullerton Police Department, La Habra Police Department, CityNet, Pathways of Hope, Mercy House, Illumination Foundation, St. Jude Neighborhood Health Centers, Hoag Hospital, St. Joseph Heritage HealthCare, NAMI, OC Behavioral Health.

**Resource Commitment:** In FY20 \$343,362 has been invested in these initiatives.

**FY20 Accomplishments:** The overall outcome was over target number of encounters by 9.5%. There have been positive efforts with our Fullerton School District partnership, as well as with the county-wide Each Mind Matters stigma reduction campaign. COVID-19 did reduce encounters in the last 4 months of the fiscal year. Connection of homeless persons with mental health and substance disorders services exceeded goal by 41.6%. We did not meet PHQ-9 goals for depression partly because of reduction of services during COVID-19 Pandemic. In addition, SJMC is actively participating in the county-wide Be Well Initiative which is working to transform the mental health system of care.



## FY18 – FY20 Key Community Benefit Initiatives and Evaluation Plan FY20 Accomplishments

### 2. Initiative/Community Need being Addressed: Access to Care for the Underserved

**Goal (anticipated impact):** Increase access to health care for the underserved

Outcome Measure	Baseline	FY20 Target	FY20 Results
# of medical, dental and mental health visits provided to the underserved in our community	23,878	38,000	21,446

Strategy(ies)	Strategy Measure	Baseline	FY20 Target	FY20 Results
1.Implement expansion of SJNHC Fullerton site	# of visits at SJNHC Fullerton sites	23,878	23,878	21,446
2.Implement Anaheim site of SJNHC	# of visits at Anaheim site	0	8,000	0
3.Expand specialty services available to uninsured	# of new specialty types provided to uninsured	0	1	1
4.Support policy initiatives that promote continued access to health insurance	Uninsured rate in North Orange County	7%	7%	8.1%
5. Implement systematic approach to collection of social determinants of health data at affiliated clinics.	Social Determinant data collected at affiliated clinic	No data collected	System to collect data implemented	System to collect data has been developed. 1720 patients screened in FY 20

**Evidenced Based Sources:** Healthy People 2020 Evidenced Based Resources  
[www.healthypeople2020.gov](http://www.healthypeople2020.gov).

**Key Community Partners:** St. Jude Neighborhood Health Centers, City of Fullerton, Fullerton School District, Anaheim City School District, Community Health Centers

**Resource Commitment:** In FY 20 \$664,665 has been invested for this initiative. In addition, advocacy efforts were undertaken.

**FY20 Accomplishments:** There was a delay in the expansion of the Fullerton site due to regulatory issues. It opened in October 2019. The Anaheim City Council approved the use of Ponderosa Park for a new clinic site however there were delays in approval processes. It is anticipated to open in the Spring of 2021 instead of in 2020. Clinic visits did not meet the target also because of COVID-19, which saw the dental clinics closed except for emergency cases and the transition of many visits to remote visits. Affiliated clinic has greatly expanded social determinant of health screening in 2020.

**FY18 – FY20 Key Community Benefit Initiatives and Evaluation Plan  
FY20 Accomplishments**

**3. Initiative/Community Need being Addressed:** Obesity (including Food and Nutrition, Physical Activity and Walkability)

**Goal (anticipated impact):** Increase the percentage of healthy weight persons in our community benefit service area; Strengthen city, school and organizational policies that promote healthy lifestyles

Outcome Measure	Baseline	FY20 Target	FY20 Results
Per Cent of target schools which show an increased percentage of 5 <sup>th</sup> , 7 <sup>th</sup> and 9 <sup>th</sup> graders in the Healthy Fitness Zone for body composition	43%	60%	52.3% of 5 <sup>th</sup> grade Title 1 schools, 50% of 7 <sup>th</sup> grade Title 1 schools and 20% of 9 <sup>th</sup> grade Title 1 schools showed an increase in the HFZ for body composition from Year 1. The last available data was the 18-19 school year due to COVID.

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Strategy(ies)	Strategy Measure	Baseline	FY20 Target	FY20 Results
1. Achieve at least bronze level designation for Alliance for Healthier Schools or US Healthier Schools	# of schools that register and achieve bronze, silver or gold status for Alliance for Healthier Schools or US Healthier Challenge	0	12	26 schools: 1 Gold 2 Silver 23 Bronze
2. Target cities implement at least 1 strategy in Bicycle Master Plan or Completes Street Plan	# of strategies implemented in each city	0	1 in each city	1 in each of 4 cities with plans
3. Promote outdoor fitness center utilization in low income parks	Percent (%) increase in utilization of outdoor exercise equipment as measured by a sample of parks at random times.	0	20%	COVID-19 forced many parks to close.
4. Complete school walkability/bike assessments and implement plans to increase walking and bicycling to target schools	# of schools that have completed walk/bike audits and developed plans to address gaps	2	10	1
5. Engage low income residents in establishing personal goals	# of goals low income residents in targeted communities established and follows up to identify percentage of those who achieve their goals.	15,788	18,000	19,777
6. Increase resident engagement in policies related to physical activity, the built environment and nutrition through Resident Leadership Academy.	Number of residents engaged in advocacy work related to active transportation, nutrition and the built environment	16	32	64

**Evidenced Based Sources:** U.S. Centers for Disease Control Recommended Community Strategies and Measurements to Prevent Obesity in the United States [www.cdc.gov](http://www.cdc.gov).

**Key Community Partners:** Community Action Partnership, Second Harvest, Cities of Fullerton, Buena Park, La Habra and Placentia, city collaboratives, Fullerton School District, Placentia Yorba Linda School

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District, Buena Park School District, La Habra Elementary School District, Fullerton Joint Union High School District, California State University Fullerton, Fullerton College

**Resource Commitment:** In FY 20 the Medical Center has invested \$656,835 in this initiative. In addition, advocacy efforts were undertaken.

**FY20 Accomplishments:** The 2020 Fitnessgram data has not yet been released. The overall outcome goal has not yet been reached through 2019 although significant progress has been made since baseline. All strategy measures have been reached or exceeded except the utilization of outdoor exercise equipment as a result of COVID closing the equipment in many parks and the walkability assessments also due to COVID school closures. We continue to work with our partners and the community to promote the use of the equipment. Double the number of resident leaders than was targeted received training this year. In addition, all of the four target cities received Fit City designation as a Healthy Eating Active Living City. Cities have added 23.69 miles of bike paths and trails since the beginning of this initiative.

## FY18 – FY20 Key Community Benefit Initiatives and Evaluation Plan FY20 Accomplishments

**4. Regional Initiative/Community Need being Addressed:** Income inequality addressed through Education.

**Goal (anticipated impact):** Reduce the education achievement gap in the schools

Outcome Measure	Baseline	FY20 Target	FY20 Results
% of children developmentally on track in EDI scores in targeted school districts	48%	50%	NA

Strategy(ies)	Strategy Measure	Baseline	FY20 Target	FY20 Results
1. Engage with community partners in selected cities to develop and implement a plan to improve EDI scores	# of cities with focused collaborative on EDI that hospital is participating in	0	2	2
2. Participate in development of an Early Childhood Policy Framework for Orange County	Policy Framework developed	No policy framework	Policy Framework Completed	Framework completed
3. Identify opportunities to link community benefit investments with efforts to improve the EDI domains	Number of Community Benefit programs linked to efforts to improve the EDI domains	0	3	3

**Evidence Based Sources:** [www.edi.offordcentre.com](http://www.edi.offordcentre.com)

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**Key Community Partners:** School Districts, Cities, CBO's, Public Libraries, Children and Families Commission, OCDE

**Resource Commitment:** Staff time to lead a county-wide task force was committed to this effort.

**FY20 Accomplishments:** The Orange County Early Childhood Policy Framework was completed, and Early Childhood OC was formed to implement the framework. The Regional Director, Community Health Investment serves as Co-Chair of this group. St. Jude Medical Center has been working with the Fullerton Collaborative Education Committee to implement a plan to improve EDI scores in neighborhoods that are significantly below the mean. Efforts to address housing, access to health care and education equity should impact the EDI scores. EDI scores were not collected in 2020 due to COVID so outcome data for 2020 is not going to be available.



### Other Community Benefit Programs and Evaluation Plan

Initiative (community need being addressed):	Program	Description	Target Population (Low Income or Broader community)	FY20 Accomplishments
1. Engaging community partners to address health disparities	Healthy Communities	Technical assistance to support community collaboratives	Low-income	5 community collaboratives are addressing disparities.
2. Lack of public transportation	Transportation Program	Provide non-emergency medical transportation	Low-income	4,184 encounters
3. Lack of access to medical services	Post-Hospital Transition Care for Indigent Patients	The hospital incurs various costs to take care of indigent patients, both the uninsured and underinsured – including long-term facility fees, homecare fees, hospice fees, mental health fees, taxicab vouchers, and ambulance fees among others	Low-income	52 encounters
4. Lack of support services for frail elderly	Senior Services	Information and referrals, support groups, classes, Caring Neighbors volunteer program	Low-income	12,802 encounters, a 58% increase from FY19
5. Need for professional nursing and ancillary professional staff in the community	Health Education Professions – Nursing, Rehabilitation, and Ancillary	Clinical rotations for nursing and rehabilitation students in med-surg, critical care, OB, OR, leadership, and community health; clinical rotations for ancillary students in respiratory, labs, imaging	Broader community	294 students served

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<b>Initiative (community need being addressed):</b>	<b>Program</b>	<b>Description</b>	<b>Target Population (Low Income or Broader community)</b>	<b>FY20 Accomplishments</b>
6. Access to care	Rehab Community Reintegration for Broader Community	Provides recreational, exercise, communication, and other groups for individuals with ad disability to assist in their re-entry into the community	Broader community; people with disabilities	3,417 encounters
8. Lack of resources for homeless population	Community Care Navigation	Identification and intervention to assist the homeless and underserved population	Low-income	3,764 encounters 515 unique homeless persons
9. Support for family caregivers overwhelmed with needs of person they are caring	Family Caregiver Support Program/Orange Caregiver Resource Center	Partnership to provide family caregivers with assessment, advice for developing a respite program, referrals, education, legal and support services that assist them in their role as a caregiver	Broader community	55,289 encounters
10. Coordination of services for traumatic brain injury patient population	St. Jude Brain Injury Network	Provide case management support services to assist adult survivors of traumatic brain injury with assistance in vocational, housing, health	Low-income	9,300 encounters 42% increase over FY19

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		and financial needs		
11. Need for education and health screenings	Community Education & Health Fairs	Partnership to provide family caregivers with assessment, advice for developing a respite program, referrals, education, legal and support services that assist them in their role as a caregiver	Broader community	3,588 encounters
12. At-risk youth and their families	ACT Anaheim Big Brothers Big Sisters Network Anaheim Partners	Support for ACT Anaheim and related organizations to address the needs of at-risk youth	Low-income	77 persons served in Anaheim initiatives
13. Low Income communities	St. Joseph Community Partnership Fund	Community Building, Emergency Food and Shelter and Mental Health Upstream grants	Low-income	OC Resilience grants were provided by SJCPF in North Orange County; 3 community building introductory grants were provided; 1 Intersection grant was funded.
14. MediCal Avoidable ED Visit Pilot	MediCal AED Visit Pilot Program	Community Case management of high risk MediCal patients	Low Income	1,824 encounters  276% increase over FY19
15. Food Insecurity	Meals on Wheels Food Finders	Special Diets for home delivery and food donations	Broader community	5,279 meals 18,519 pounds of food donated
16. Neuro Rehab	Neuro Rehab Continuum	Inpatient and outpatient rehab	Broader Community	5,555 encounters

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17. COVID-19 Emergency Response	OC Grantmakers, United Way, Delivering with Dignity, Immigrant Resilience Fund, Second Harvest Food Bank	Emergency assistance, food and support to non-profits	Low income community impacted by Pandemic	\$360,000 serving over 450 families
18. Research – COVID-19	Research	Plasma Convalescent Study in Partnership with Mayo Clinic.	Broader Community	\$29,311 in kind expenses.

## FY20 Community Benefit Investment

In FY20 St. Jude Medical Center invested a total of \$42.4 million in key community benefit programs for the poor. In addition, \$5.1 million in charity care was provided, \$33.0 million in unpaid cost of MediCal, including the Hospital Quality Assurance Fee Program, and \$3.9 million in community benefits for the broader community. The hospital received \$15,204,408 income from the MediCal Hospital Quality Assurance Fee program for FY20. If it was not for the Hospital Quality Assurance Fee received, Unpaid Cost of MediCal would have been \$48,288,939. St. Jude Medical Center applies a ratio of cost to charge to quantify financial assistance at cost, unreimbursed Medicaid, other means-tested government programs. The cost to charge ratio is aligned with the IRS Form 990, Schedule H Worksheet 2. Our community benefit program expenses are reported in alignment with the total cost incurred to run our programs, and we offset any restricted revenue received to arrive at our net community benefit expense.

**FY20 COMMUNITY BENEFIT INVESTMENT**  
**St. Jude Medical Center**  
*(ending June 30, 2020)*

CA Senate Bill (SB) 697 Categories	Community Benefit Program & Services <sup>1</sup>	Net Benefit
<b>Medical Care Services for Vulnerable<sup>2</sup> Populations</b>	Financial Assistance Program (FAP) (Traditional Charity Care-at cost)	\$ 5,104,686
	Unpaid cost of Medicaid <sup>3</sup>	\$33,084,531
<b>Other benefits for Vulnerable Populations</b>	Community Benefit Operations	\$0
	Community Health Improvements Services	\$ 969,283
	Cash and in-kind contributions for community benefit	\$ 3,234,025
	Community Building	\$0
	Subsidized Health Services	
<b>Total Community Benefit for the Vulnerable</b>		<b>\$42,392,525</b>
<b>Other benefits for the Broader Community</b>	Community Benefit Operations	\$ 444,676
	Community Health Improvements Services	\$ 66,750
	Cash and in-kind contributions for community benefit	\$0
	Community Building	\$0
	Subsidized Health Services	\$ 3,239,264
<b>Health Professions Education, Training and Health Research</b>	Health Professions Education, Training & Health Research	\$124,194
<b>Total Community Benefit for the Broader Community</b>		<b>\$3,874,884</b>
<b>TOTAL COMMUNITY BENEFIT (excluding Medicare)</b>		<b>\$46,267,409</b>
<b>Medical Care Services for the Broader Community</b>	Unpaid cost to Medicare <i>(not included in CB)</i>	\$15,202,670

<sup>1</sup> Catholic Health Association-USA Community Benefit Content Categories, including Community Building.

<sup>2</sup> CA SB697: "Vulnerable Populations" means any population that is exposed to medical or financial risk by virtue of being uninsured,

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underinsured, or eligible for Medicaid (referred to as Medi-Cal in California), Medicare, California Children's Services Program, or county indigent programs. For SJH, we exclude Medicare as part of Community Benefit total and only include it below the line for SB697 reporting purposes.

<sup>3</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>4</sup>Unpaid cost of Medicare is calculated using our cost accounting system. In IRS Form 990, Schedule H, we use the Medicare cost report.



## **Telling Our Community Benefit Story: Non-Financial<sup>5</sup> Summary of Accomplishments**

In addition to the financial investments made by the Medical Center, there are non-quantifiable benefits that are provided by the organization. Going out into the community and being of service to those in need is part of the tradition of our founders and is carried out by our staff and physicians every day.

This was an unprecedented year due to the COVID-19 pandemic. It required many of our programs to pivot their work to provide services virtually. Our Senior Services programs greatly expanded the volunteer program to serve over 400 seniors who needed assistance with shopping and dealing with isolation. Many of our staff volunteered for this program. In addition, community benefit staff time was re-directed to advocacy efforts with our local cities around eviction moratoriums and rental assistance programs.

The Medical Center continued to operate an Employee Community Involvement Committee in FY 20 composed of staff from multiple departments whose role is to: connect our caregivers to the heritage of the Sisters of St. Joseph through community involvement; make an impact in our community addressing priorities outlined in the SJMC Community Benefit Strategy and Implementation Plan, as well as needs identified by our caregivers; and increase employee knowledge of and engagement in volunteer opportunities within our community. The Committee sponsored monthly collections of items for the underserved including eyeglasses for Lions Club, school supplies for low income children, hygiene kits and clothes for the homeless and food for the hungry. Every month a team of staff volunteer at a local food distribution site to provide food to those in need. This year, the Volunteers in Partnership portal was made available to promote volunteer opportunities and track participation. To date, over three hundred SJMC caregivers have enrolled in the portal.

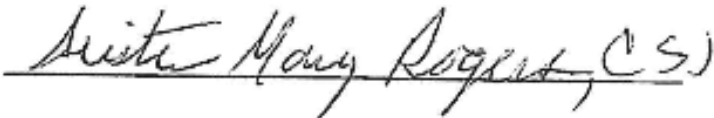
In addition, Medical Center leaders serve on the Boards of Directors of many non-profit organizations, including Catholic Charities, Women's Transitional Living Center, Anaheim YMCA, Fullerton Collaborative, La Habra Collaborative and St. Jude Neighborhood Health Centers. Caregivers support many special events with their time, including Serve Days, Race for the Cure and the Heart Walk. When there is a need in the community, our staff respond with their time, expertise and financial support. They truly demonstrate the value of services to the community.

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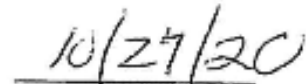
<sup>5</sup>Non-financial summary of accomplishments are referred to in CA Senate Bill 697 as non-quantifiable benefits.

**Governance Approval**

The St. Jude Medical Center Community Benefit Committee of the Board of Trustees approved the FY 20 Community Benefit Report at its meeting on October 8, 2020.



Sr. Mary Rogers, CSJ, Chair



Date

**PROVIDENCE ST. JOSEPH HEALTH**

Providence St. Joseph Health is an organization created by Providence Health & Services and St. Joseph Health with the goal of improving the health of the communities it serves, especially those who are poor and vulnerable.

Together, our 120,000 caregivers (all employees) serve in 51 hospitals, 1,085 clinics and a comprehensive range of services across Alaska, California, Montana, New Mexico, Oregon, Texas and Washington. The Providence St. Joseph Health family includes: Providence Health & Services, St. Joseph Health, Covenant Health in West Texas, Facey Medical Foundation in Los Angeles, Hoag Memorial Presbyterian in Orange County, Calif., Kadlec in Southeast Washington, Pacific Medical Centers in Seattle, and Swedish Health Services in Seattle

Bringing these organizations together is a reflection of each of our unique missions, increasing access to health care and bringing quality, compassionate care to those we serve, with a focus on those most in need. By coming together, Providence St. Joseph Health has the potential to seek greater affordability, achieve outstanding and reliable clinical care, improve the patient experience and introduce new services where they are needed most.