

*MISSION HOSPITAL  
FY19 COMMUNITY BENEFIT REPORT*



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FY19 Community Benefit Report  
Progress on FY18-FY20 CB Plan/Implementation Strategies Report*



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## **EXECUTIVE SUMMARY**

Mission Hospital has been meeting the health and quality of life needs of the local community for over 46 years since it was founded in 1971. A member of Providence St. Joseph Health, the facility has 552 licensed beds. It serves the communities of Mission Viejo, Laguna Beach, Laguna Niguel, San Juan Capistrano, San Clemente, Rancho Santa Margarita, Lake Forest, Laguna Hills, Dana Point Ladera Ranch Trabuco Canyon, Capistrano Beach and Aliso Viejo.

St. Joseph Health, Mission Hospital in Mission Viejo, the region's only designated trauma center offers 24-hour emergency care and specialized services for imaging, heart, stroke, maternity, and women's wellness needs. CHOC Children's at Mission Hospital in Mission Viejo is the only dedicated pediatric hospital in South Orange County. 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.

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

[Providence St. Joseph Health \(PSJH\)](#) 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.

### **Community Benefit Investment**

In FY19, Mission Hospital invested a total of \$18,515,981 Community Benefit dollars that included Financial Assistance at cost, and other cost of care, in addition to strategic community investment addressing community need. The hospital received more Medicaid revenue than the expense it incurred in FY19 (for a 2017-2019 period), due to the Medicaid Hospital Quality Assurance Fee (HQAF) program. To be consistent with the IRS 990 Schedule H there is shown \$0 net benefit for Medicaid. If there was no Medicaid HQAF Fee reimbursement, the hospital's unpaid Medicaid would have been \$111,466,797. For FY19, Mission Hospital had an unpaid cost of Medicare of \$20,369,434.

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

In FY19 the hospital implemented the following strategies addressing priorities as developed in its FY18-FY20 Community Benefit Implementation Plan.

***Mental Health*** We work to improve the mental health of our most vulnerable residents through prevention and ensuring access to appropriate, affordable services as well as help to prevent substance use among youth. In FY19, we increased the number of adults receiving individual and group mental health services through our Family Resource Centers by 7% (530 individuals) from the prior year. Our stigma reduction campaign continued to measure positive community change toward mental illness while collecting over 1,778 unique promises. Our youth substance use prevention efforts continued to impact local communities positively, as demonstrated through significant decreases seen in the 2018 California Healthy Kids Survey results.

***Immigrant Support & Solidarity*** Fear across our immigrant communities has grown considerably since 2017. As a result, many immigrants are afraid to participate in community events, access resources, including health services and engage with neighbors. We began efforts in 2018 to increase the number of low income individuals that receive supportive services. In FY19, we expanded immigration relief outreach, education, and services to 805 unduplicated clients, including legal services to 396 unduplicated individuals, and English as a second language classes at the South Orange County Family Resource Center to 67 unduplicated individuals.

***Economic Mobility*** Residents shared challenges in finding jobs that pay a living wage, particularly given the cost of living in South Orange County and the stress caused by living in or near poverty. In 2018, Mission Hospital implemented the COPE Health Scholars Program provides college students with an opportunity for clinical experience in assisting healthcare professionals' basic patient care to prepare for a career in healthcare. With the program reaching its 1<sup>st</sup> anniversary, it is currently averaging 7 full time equivalent caregivers (nearly 1,000 monthly hours) with 60 active students gaining experience in four clinical areas.

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

## **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 111,000 caregivers (all employees) serve in 50 hospitals, 829 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.

### *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. Now, as we face a different landscape – a changing health care environment – we draw on their spirit of faith, flexibility and fortitude to guide us through these transformative times.

### **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, Calif.

## 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

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.

Mission Hospital is a state-of-the art, 523-bed acute care regional medical center in Mission Viejo, California. As one of the busiest designated adult and pediatric Level II Trauma Centers in the state of California, Mission Hospital provides a full range of specialty health care services with highly skilled teams treating a multitude of complex conditions. Services include a full range of expertise in cardiovascular, neuroscience and spine, orthopedics, cancer care, women’s services, mental health and wellness, head and neck, and a variety of other specialty services.

Mission Hospital in Laguna Beach (MHLB) provides South Orange County coastal communities with 24-hour emergency and intensive care as well as medical-surgical/telemetry services, orthopedics, general and GI surgery. CHOC Children's at Mission Hospital is a 54-bed facility that is the area's only dedicated pediatric hospital.

Fully accredited by The Joint Commission and designated as a Magnet hospital by the American Nurses Credentialing Center for nursing excellence, Mission Hospital is highly recognized for its high quality of care, evidenced through a multitude of health care quality benchmarks. Mission Hospital is part of Providence St. Joseph Health, a not-for-profit provider of integrated health care. Together, we work to improve the quality of life in the communities we serve in the tradition of the Sisters of St. Joseph of Orange. For more information, visit [www.Mission4Health.com](http://www.Mission4Health.com).

## **COMMUNITY BENEFIT INVESTMENT**

In FY19, Mission Hospital invested a total of \$18,515,981 Community Benefit dollars that included Financial Assistance at cost, and other cost of care, in addition to strategic community investment addressing community need. The hospital received more Medicaid revenue than the expense it incurred in FY19 (for a 2017-2019 period), due to the Medicaid Hospital Quality Assurance Fee (HQAF) program. To be consistent with the IRS 990 Schedule H there is shown \$0 net benefit for Medicaid. If there was no Medicaid HQAF Fee reimbursement, the hospital's unpaid Medicaid would have been \$111,466,797. For FY19, Mission Hospital had an unpaid cost of Medicare of \$20,369,434.

## **ORGANIZATIONAL COMMITMENT**

St. Joseph Health, 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 lives of low-income individuals residing in local communities served by SJH Hospitals.

Each year St. Joseph Health, Mission Hospital allocates 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 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 and Management 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.

A charter approved in 2007 establishes the formulation of the Mission Hospital 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 governing 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 oversight to 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 8 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 six (6) times per year.

## **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 Catholic Health Association's Five Core Principles for Community Benefit. 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 Mission Hospital 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 FY19, Mission Hospital provided \$10,355,846 free and discounted care following a policy providing assistance to patients earning up to 500% of the federal poverty level. This resulted in 16,579 patients receiving free or discounted care.

For information on our Financial Assistance Program click: [www.mission4health.com](http://www.mission4health.com)

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

Mission Hospital provides access to the uninsured and underinsured by participating in Medicaid, Medi-Cal in California. In FY19, Mission Hospital provided \$111,466,797 (without Hospital Fee) or -\$19,522,349 (with multi-year Hospital Fee revenue) in Medicaid shortfall.

## COMMUNITY

### Definition of Community Served

Mission Hospital provides South Orange County communities with access to advanced care and advanced caring. The hospital's service area extends from the junction of the 405 and 5 freeways in the north, to Camp Pendleton in the south, Santa Ana Mountains in the east and the Pacific Ocean in the west. Our Hospital Total Service Area includes the cities of Aliso Viejo Capistrano Beach, Dana Point, Foothill Ranch Ladera Ranch, Laguna Beach, Laguna Hills, Laguna Niguel, Laguna Woods, Lake Forest, Mission Viejo, Rancho Santa Margarita, San Clemente and San Juan Capistrano, and Trabuco Canyon.

### Community Profile

The table and graph below provide basic demographic and socioeconomic information about the Mission Hospital Service Area and how it compares to Orange County and the state of California. The Total Service Area (TSA) of Mission Hospital has just over 600,000 people, with a median household income of nearly \$100,000. There are older adults and more non-Latino Whites in the service area than in Orange County and California. Compared to the county and state, the service area, on average, is relatively prosperous, but the overall data hides pockets of poverty, which can be seen in the report section on Selected Health Indicators: Secondary Data.

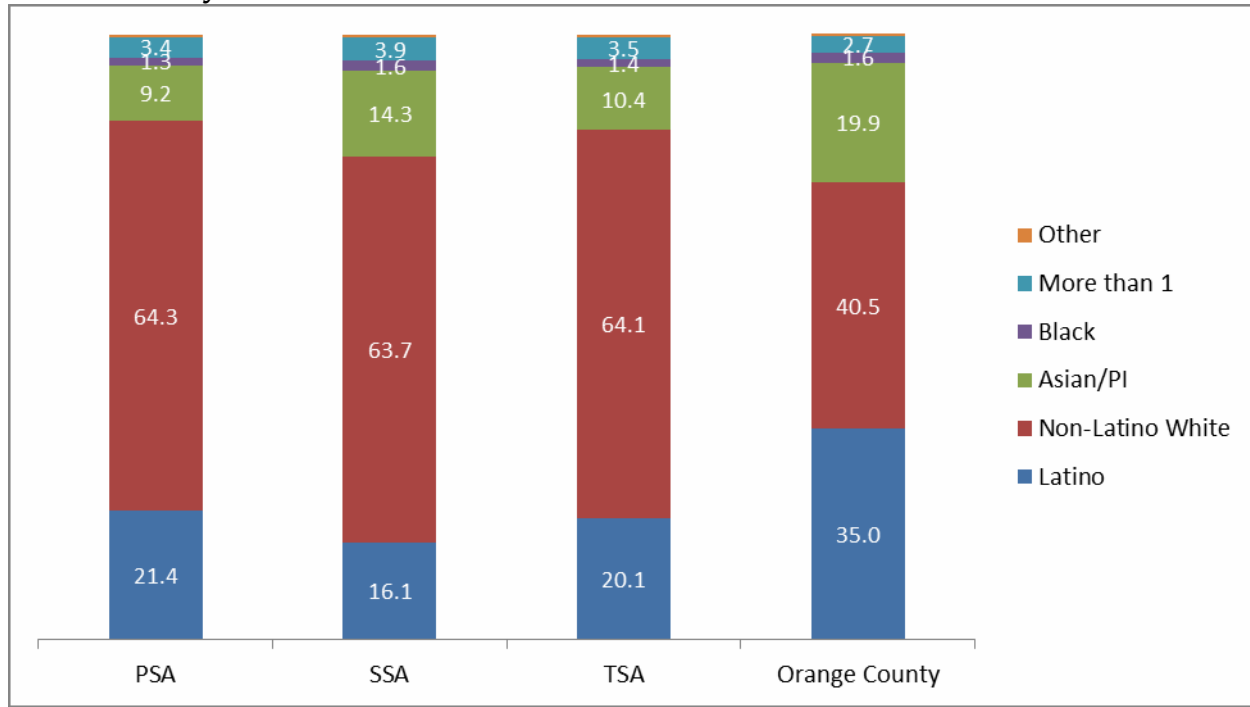
### Service Area Demographic Overview

Indicator	PSA	SSA	TSA	Orange County	California
Total Population	463,855	145,411	609,266	3,172,848	38,986,171
Under Age 18	22.3%	21.4%	22.1%	22.9%	23.6%
Age 65+	15.1%	18.2%	15.9%	13.5%	13.2%
Speak only English at home	75.6%	74.3%	75.3%	54.4%	56.2%
Do not speak English "very well"	8.8%	8.0%	8.6%	19.1%	16.9%
Median Household Income	\$100,234	\$94,271	\$98,814	\$78,612	\$62,554
Households below 100% of FPL	4.7%	3.7%	4.5%	9.2%	12.3%
Households below 200% FPL	13.0%	10.4%	12.4%	23.5%	29.8%
Children living below 100% FPL	8.5%	5.2%	7.7%	17.6%	22.7%
Older adults living below 100% FPL	6.6%	8.4%	7.1%	8.7%	10.2%

PSA = Primary Service Area – representing 70% of discharges from Mission Hospital

SSA = Secondary Service Area – representing 71% to 85% of all discharges  
 TSA = Total Service Area – PSA and SSA combined

**Race/Ethnicity (%)**



**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 the 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 Capistrano Beach, Dana Point, Ladera Ranch, Laguna Beach, Laguna Niguel, Lake Forest, Mission Viejo, Rancho Santa Margarita, San Clemente and San Juan Capistrano. The SSA is comprised of Aliso Viejo, Foothill Ranch, Laguna Hills, Laguna Woods, and Trabuco Canyon.

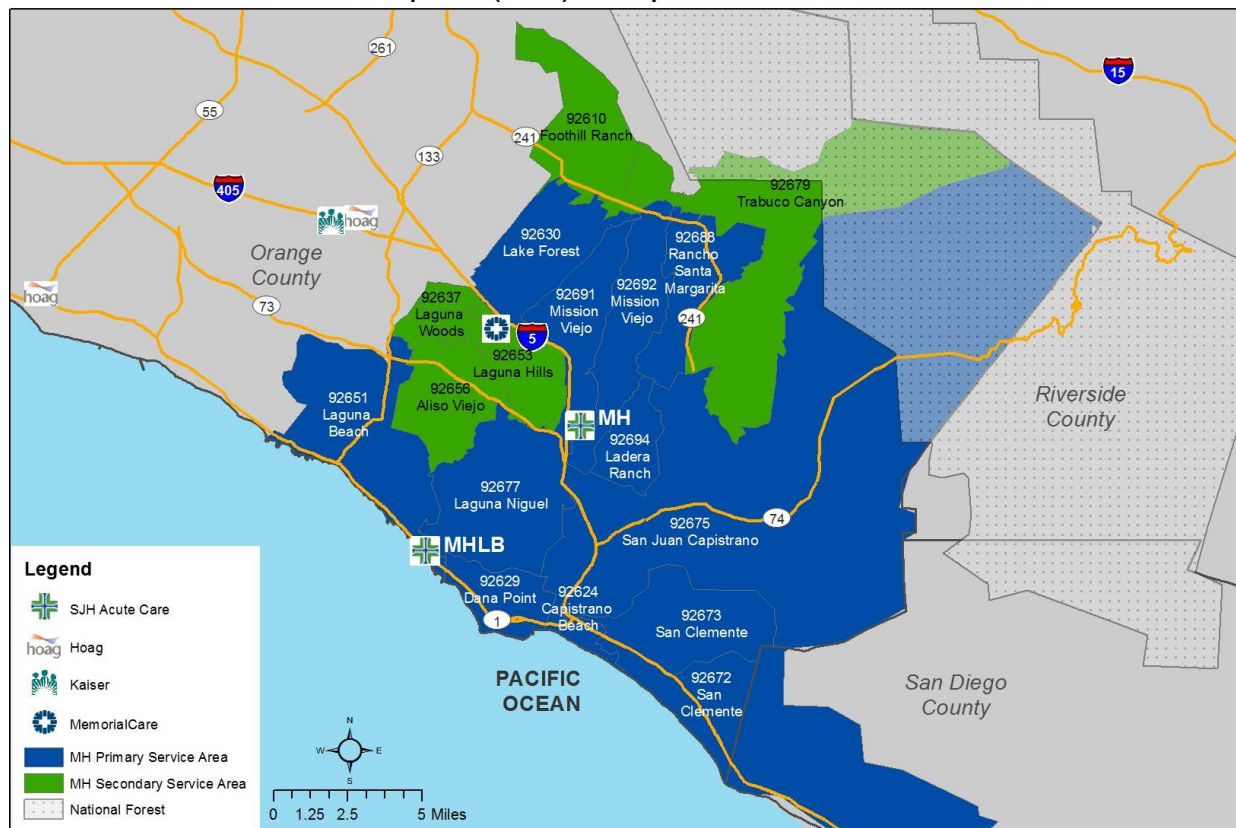
**Table 1. Cities and ZIP codes**

<b>Cities/ Communities</b>	<b>ZIP Codes</b>	<b>PSA or SSA</b>
<b>Capistrano Beach</b>	92624	PSA
<b>Dana Point</b>	92629	PSA
<b>Ladera Ranch</b>	92694	PSA
<b>Laguna Beach</b>	92651	PSA
<b>Laguna Niguel</b>	92677	PSA
<b>Lake Forest</b>	92630	PSA
<b>Mission Viejo</b>	92691	PSA
<b>Mission Viejo</b>	92692	PSA
<b>Rancho Santa Margarita</b>	92688	PSA
<b>San Clemente</b>	92672	PSA
<b>San Clemente</b>	92673	PSA
<b>San Juan Capistrano</b>	92675	PSA
<b>Aliso Viejo</b>	92656	SSA
<b>Foothill Ranch</b>	92610	SSA
<b>Laguna Hills</b>	92653	SSA
<b>Laguna Woods</b>	92637	SSA
<b>Trabuco Canyon</b>	92679	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. Mission Hospital Total Service Area**

**Mission Hospital (MH) 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. MHLB = Mission Hospital Laguna Beach. 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):

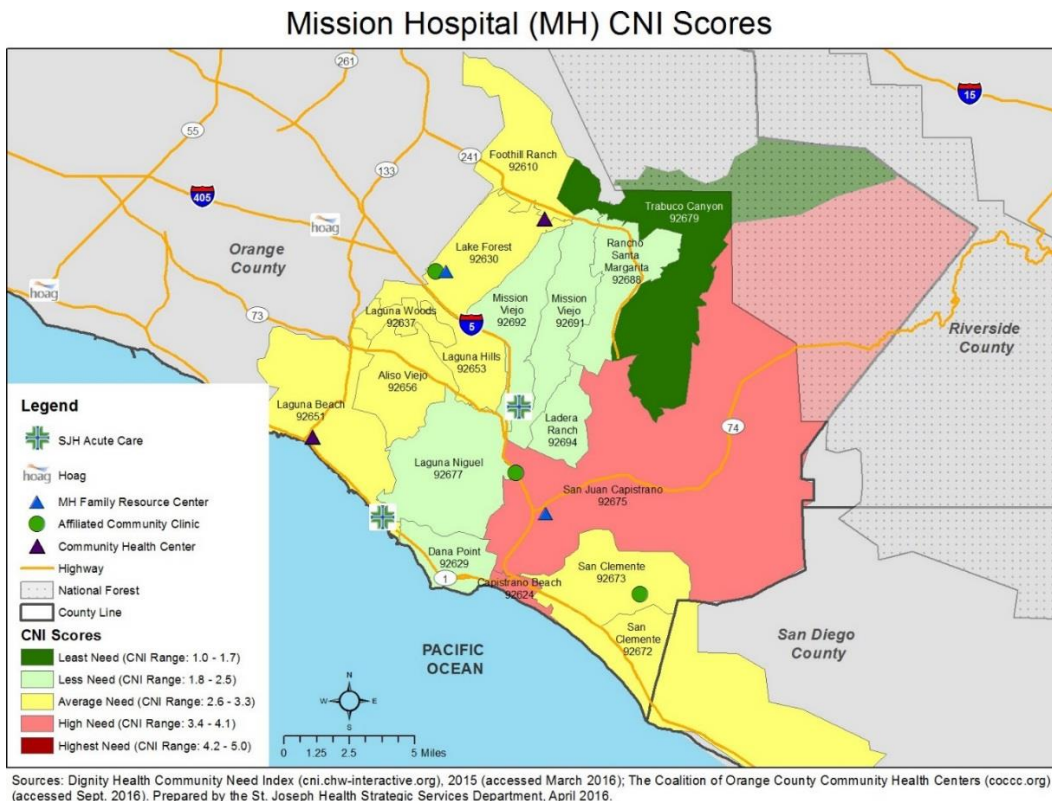
- Income Barriers (Elder poverty, child poverty and single parent poverty)
- Culture Barriers (non-Caucasian limited English);

- 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 92675 (San Juan Capistrano) on the CNI map scored 3.6, making it a High Need community.

Figure 2 (below) 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. Mission Hospital Community Need Index (Zip Code Level)**

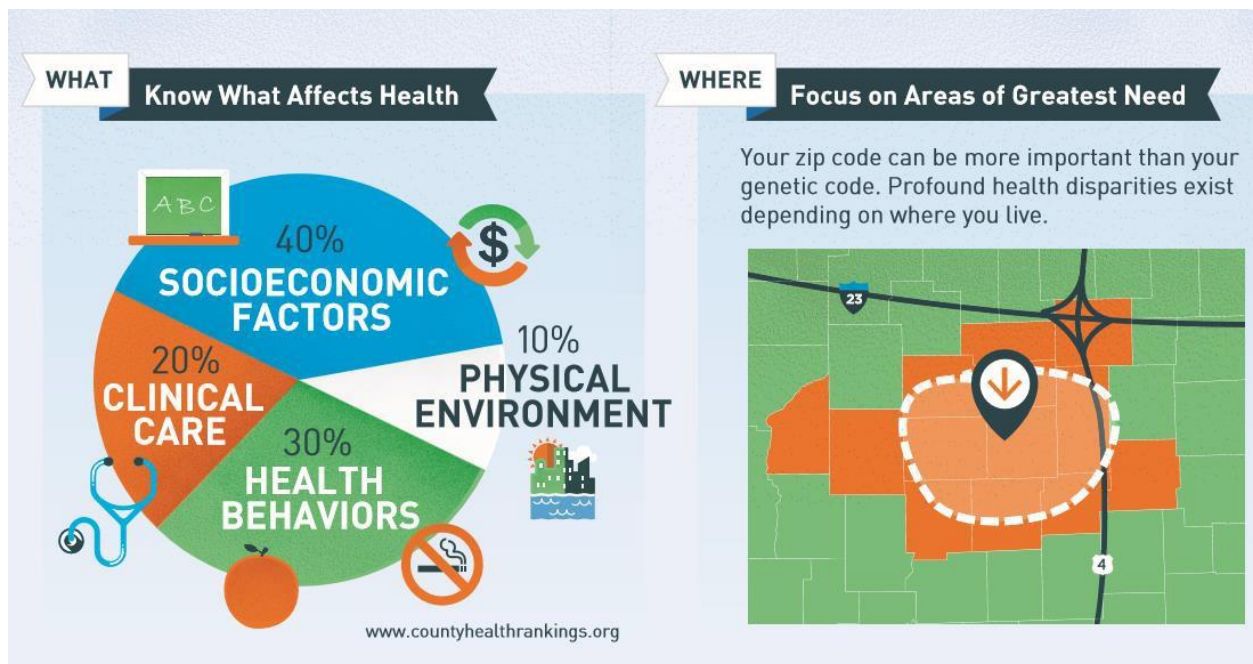


# COMMUNITY NEEDS AND ASSETS ASSESSMENT PROCESS & RESULTS

## 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. This framework, depicted in the graphic below from County Health Rankings and Roadmaps, focuses attention on the social determinants of health to learn more about opportunities for intervention that will help people become and stay healthy within their community.

In addition, we recognized that where people live tells 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 secondary and primary data at the zip code level to show the disparities in health and the social determinants of health that occur within the hospital service area.



Examples of the types of information that was gathered, by health factor, are:

*Socioeconomic Factors* – income, poverty, education, and food insecurity

*Physical Environment* – crowded living situations, cost of rent relative to incomes, long commutes, and pollution burden

*Health Behaviors* – obesity, sugary drink consumption, physical exercise, smoking, and substance abuse

*Clinical Care* – uninsured, prenatal care, and the number of people per physician or mental health worker

In addition to these determinants of health, we also looked at the health outcomes of the people living in the service area, by zip code whenever possible. The health conditions that were examined included:

*Health Outcomes* – overall health condition, asthma, diabetes, heart disease, cancer, and mental health

### **Community Partners:**

Mission Hospital partnered with the following community groups to host the Community Resident Focus Groups and Forums.

*The Olin Group* is a socially conscious consulting firm working across nonprofit, public, private, and philanthropic sectors to bring about community transformation. Based in Santa Ana, California, The Olin Group has 15 years of experience working on evaluation, planning, assessment, fundraising, communication, and other services for nonprofit organizations, and had previously supported the CHNA process of multiple hospitals in the St. Joseph Health system. 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.

*Professional Research Consultants* brings excellence to healthcare through custom market research. It remains the largest privately held market research firm dedicated solely to the healthcare industry. In addition to being a certified vendor for government-mandated Consumer Assessment of Healthcare Providers & Systems (CAHPS) surveys, PRC also provides custom research services that measure community perceptions, patient experience, physician alignment and employee engagement. PRC also conducts community health needs assessments in accordance with IRS guidelines. PRC was founded in 1980 and is headquartered in Omaha, Nebraska.

*Marco Forster Middle School, San Juan Capistrano.* Part of the Capistrano Unified



School District, Marco Forster Middle School serves approximately 1,350 6<sup>th</sup> through 8<sup>th</sup> grade students in the city of San Juan Capistrano. The middle school hosted two resident focus groups and a community forum.

### **Secondary Data/Publicly available data**

Within the guiding health framework for the CHNA, publicly-available data was sought that would provide information about the communities and people within the Mission Hospital 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.

### **Primary Data**

**Telephone Survey:** a telephone survey was conducted by Professional Research Consultants, Inc. (PRC) using a systematic, data driven approach to determining the health status and needs in designated high need areas. The information from this survey was used to inform decisions and guide efforts to improve community health and wellness. The telephone survey gathered a total of 1,703 interviews, a sample that is representative of the actual population demographics.

## Community Input

A significant part of our needs assessment includes obtaining community input. We gathered direct feedback from residents using four major avenues: telephone surveys, stakeholder panel, resident focus groups and priority setting forums.

**Stakeholder Panel Interview:** The Olin Group facilitated a discussion with key informants representing a wide-variety of service providers and leaders across our service area. A total of 14 community stakeholders brought their first-hand knowledge about residents' needs, services available, and current and emerging community health and quality of life issues.

**Resident Focus Groups:** 55 residents participated in focus groups in south Orange County. At each group, areas of needs gathered from primary and secondary resources were shared with participants to get their feedback and validate early findings. Residents identified any missing health and quality of life issues and discussed these issues according to their concerns.

**Community Forums:** Two forums were held during the needs assessment to allow community residents to share their perspectives on the initial health needs identified through other methods and discuss their importance from their perspective. These forums were facilitated by The Olin Group. After the significant health needs were presented and discussed, participants engaged in a cumulative voting process using dots to indicate their greatest concerns. Through this design, the forums served as something of a "capstone" to the community input.

## Identification and Selection of Significant Health Needs

Communities with Disproportionate Unmet Health Needs (DUHN) are communities defined by zip codes where there is a higher prevalence or severity for a particular health concern than the general population within Mission Hospital's 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 significant health needs and community resources/assets.

<b>Significant Health Need</b>	<b>Target Population</b>	<b>Geographic Area (City, Zip Code, County)</b>	<b>Community Resources (Name of Organization(s))</b>
<i>Access to Resources</i>	<i>Low-income adults</i>	<i>Capistrano Beach, 92624 Dana Point, 92629 Laguna Beach, 92651 Lake Forest, 92630 Mission Viejo, 92692 San Clemente, 92672 San Juan Capistrano, 92675</i>	<ul style="list-style-type: none"> <li>• <i>Camino Health Center</i></li> <li>• <i>Community and Senior Centers</i></li> <li>• <i>CHEC Family Resource Center</i></li> <li>• <i>Families Forward</i></li> <li>• <i>Family Assistance Ministry</i></li> <li>• <i>Helping Hands Worldwide</i></li> <li>• <i>Laguna Beach Community Clinic</i></li> <li>• <i>Laguna Resource Center</i></li> <li>• <i>Mission Basilica</i></li> <li>• <i>Our Fathers Table</i></li> <li>• <i>PEACE Center at Saddleback Church</i></li> <li>• <i>South County Outreach</i></li> <li>• <i>South Orange County Family Resource Center</i></li> <li>• <i>Women, Infant &amp; Children's Clinic (WIC)</i></li> </ul>
<i>Dental Care</i>	<i>Low-income adult and children</i>	<i>Capistrano Beach, 92624 Lake Forest, 92630 San Clemente, 92672 San Juan Capistrano, 92675</i>	<ul style="list-style-type: none"> <li>• <i>Camino Health Center</i></li> <li>• <i>Laguna Beach Community Clinic</i></li> </ul>
<i>Diabetes</i>	<i>Low-income adult</i>	<i>Capistrano Beach, 92624 Lake Forest, 92630 San Clemente, 92672 San Juan Capistrano, 92675</i>	<ul style="list-style-type: none"> <li>• <i>Camino Health Center</i></li> <li>• <i>Laguna Beach Community Clinic</i></li> </ul>
<i>Economic Insecurity</i>	<i>Low-income adult and children</i>	<i>Capistrano Beach, 92624 Lake Forest, 92630 San Clemente, 92672 San Juan Capistrano, 92675</i>	<ul style="list-style-type: none"> <li>• <i>CHEC Family Resource Center</i></li> <li>• <i>Families Forward</i></li> <li>• <i>Family Assistance Ministry</i></li> <li>• <i>Mission Basilica</i></li> <li>• <i>PEACE Center at Saddleback Church</i></li> <li>• <i>South County Outreach</i></li> <li>• <i>South Orange County Family Resource Center</i></li> </ul>

<p><i>Food and Nutrition</i></p>	<p><i>Low-income adult and children</i></p>	<p><i>Capistrano Beach, 92624 Lake Forest,92630 San Clemente, 92672 San Juan Capistrano, 92675</i></p>	<ul style="list-style-type: none"> <li>• <i>CHEC Family Resource Center</i></li> <li>• <i>Ecology Center</i></li> <li>• <i>Families Forward</i></li> <li>• <i>Family Assistance Ministry</i></li> <li>• <i>Father Serra’s Food Pantry, Mission Basilica</i></li> <li>• <i>Helping Hands Worldwide</i></li> <li>• <i>Second Harvest Food Bank</i></li> <li>• <i>South County Outreach</i></li> <li>• <i>South Orange County Family Resource Center</i></li> <li>• <i>Women, Infant &amp; Children’s Clinic (WIC)</i></li> </ul>
<p><i>Homelessness</i></p>	<p><i>Low-income adults, predominately single mothers and single men that are veterans</i></p>	<p><i>Capistrano Beach, 92624 Dana Point, 92629 Laguna Beach, 92651 Lake Forest,92630 Mission Viejo, 92692 San Clemente, 92672 San Juan Capistrano, 92675</i></p>	<ul style="list-style-type: none"> <li>• <i>Alternative Sleeping Location (ASL Homeless Shelter)</i></li> <li>• <i>Camino Health Center</i></li> <li>• <i>Families Forward</i></li> <li>• <i>Family Assistance Ministry</i></li> <li>• <i>Friendship Shelter</i></li> <li>• <i>Helping Hands Worldwide</i></li> <li>• <i>Henderson House</i></li> <li>• <i>Laguna Beach Community Clinic</i></li> <li>• <i>Laguna Resource Center</i></li> <li>• <i>Our Fathers Table</i></li> <li>• <i>South County Outreach</i></li> <li>• <i>South Orange County Taskforce on Homelessness</i></li> </ul>
<p><i>Housing Concerns</i></p>	<p><i>Low-income adult</i></p>	<p><i>Lake Forest,92630 San Clemente, 92672 San Juan Capistrano, 92675 Mission Viejo, 92692</i></p>	<ul style="list-style-type: none"> <li>• <i>CHEC Family Resource Center</i></li> <li>• <i>Family Solutions / Families Forward</i></li> <li>• <i>Habitat for Humanity</i></li> <li>• <i>NeighborWorks</i></li> <li>• <i>South County Outreach</i></li> <li>• <i>South Orange County Family Resource Center</i></li> </ul>
<p><i>Immigration Status</i></p>	<p><i>Low-income Hispanic adults</i></p>	<p><i>Lake Forest,92630 San Clemente, 92672 San Juan Capistrano, 92675</i></p>	<ul style="list-style-type: none"> <li>• <i>Catholic Charities</i></li> <li>• <i>CHEC Family Resource Center</i></li> <li>• <i>Diocese of Orange County</i></li> <li>• <i>Legal Aid Society of OC</i></li> <li>• <i>Public Law Center</i></li> <li>• <i>South Orange County Family Resource Center</i></li> </ul>

<i>Insurance and Cost of Care</i>	<i>Low-income adult</i>	<i>Lake Forest,92630 San Clemente, 92672 San Juan Capistrano, 92675</i>	<ul style="list-style-type: none"> <li>• <i>Camino Health Center</i></li> <li>• <i>Coalition of Community Health Centers</i></li> <li>• <i>CHEC Family Resource Center</i></li> <li>• <i>Community Health Initiative of Orange County</i></li> <li>• <i>Family Assistance Ministry</i></li> <li>• <i>Families Forward</i></li> <li>• <i>PEACE Center, Saddleback Church</i></li> <li>• <i>South County Outreach</i></li> <li>• <i>South Orange County Family Resource Center</i></li> </ul>
<i>Lack of Education</i>	<i>Low-income Hispanic adults and children</i>	<i>Capistrano Beach, 92624 Lake Forest,92630 San Clemente, 92672 San Juan Capistrano, 92675</i>	<ul style="list-style-type: none"> <li>• <i>Boys &amp; Girls Club Chapters</i></li> <li>• <i>CREER, San Juan Capistrano</i></li> <li>• <i>Capistrano Unified School District</i></li> <li>• <i>CHEC Family Resource Center</i></li> <li>• <i>Families Forward</i></li> <li>• <i>Saddleback College Adult Education</i></li> <li>• <i>Saddleback Valley Unified School District</i></li> <li>• <i>South County Outreach</i></li> <li>• <i>South Orange County Family Resource Center</i></li> </ul>
<i>Lack of Exercise</i>	<i>Low-income Hispanic adults</i>	<i>Capistrano Beach, 92624 Lake Forest,92630 San Clemente, 92672 San Juan Capistrano, 92675</i>	<ul style="list-style-type: none"> <li>• <i>Boys &amp; Girls Club Chapters</i></li> <li>• <i>Local Parks &amp; Recreation Programs</i></li> <li>• <i>YMCA Chapters</i></li> </ul>
<i>Language and Cultural Barriers</i>	<i>Low-income Hispanic adults</i>	<i>Capistrano Beach, 92624 Lake Forest,92630 San Clemente, 92672 San Juan Capistrano, 92675</i>	<ul style="list-style-type: none"> <li>• <i>CHEC Family Resource Center</i></li> <li>• <i>Catholic Charities</i></li> <li>• <i>Diocese of Orange County</i></li> <li>• <i>Saddleback College Adult Education</i></li> <li>• <i>South Orange County Family Resource Center</i></li> </ul>

<i>Mental Health</i>	<i>Low-income Hispanic adults</i>	<i>Capistrano Beach, 92624 Lake Forest, 92630 San Clemente, 92672 San Juan Capistrano, 92675</i>	<ul style="list-style-type: none"> <li>• <i>Camino Health Center</i></li> <li>• <i>CHEC Family Resource Center</i></li> <li>• <i>Child Guidance Center</i></li> <li>• <i>Mariposa</i></li> <li>• <i>Omid Multicultural Institute for Development</i></li> <li>• <i>Seneca Family of Agencies</i></li> <li>• <i>South Orange County Family Resource Center</i></li> <li>• <i>Wellness and Prevention Center</i></li> <li>• <i>Wellness Center</i></li> <li>• <i>Western Youth Services</i></li> </ul>
<i>Obesity</i>	<i>Low-income adults and children</i>	<i>Capistrano Beach, 92624 Lake Forest, 92630 San Clemente, 92672 San Juan Capistrano, 92675</i>	<ul style="list-style-type: none"> <li>• <i>Boys &amp; Girls Club Chapters</i></li> <li>• <i>Local Parks &amp; Recreation Programs</i></li> <li>• <i>YMCA Chapters</i></li> </ul>
<i>Substance Abuse</i>	<i>Adults and young adults</i>	<i>Capistrano Beach, 92624 Lake Forest, 92630 San Clemente, 92672 San Juan Capistrano, 92675</i>	<ul style="list-style-type: none"> <li>• <i>AA Meetings</i></li> <li>• <i>Friendship Shelter</i></li> <li>• <i>Mission Hospital</i></li> </ul>

## Community Health Needs Prioritized

### List of Priority Health Needs

The matrix below shows the 15 health needs identified through the complete health needs assessment process, and their prioritized scores. The check marks indicate each source of input and if the listed issue was identified as a need by that input process.

Significant Health Need	Health Category	Total Rank Score	PRC Study	Community Data	Resident Focus Group (FG)	Non-profit/ Govt. Stakeholder FG	Community Forum
Mental Health	Health Outcome	47.7	✓	✓	✓	✓	✓
Housing Concerns	Physical Environment	42.2	✓	✓	✓	✓	✓
Substance Abuse	Health Behavior	41.9		✓	✓		✓
Access to Resources	Clinical Care	40.5	✓	✓	✓	✓	✓
Obesity	Health Behavior	40.0	✓	✓	✓	✓	✓
Insurance and Cost of Care	Clinical Care	39.7	✓	✓	✓	✓	✓
Food and Nutrition	Socioeconomic	39.5	✓	✓	✓	✓	✓
Diabetes	Health Outcome	39.1	✓	✓			✓
Lack of Education	Socioeconomic	39.0	✓	✓	✓		✓
Lack of Exercise	Health Behavior	38.1	✓	✓			✓
Homelessness	Socioeconomic	37.8	✓	✓	✓	✓	✓
Dental Care	Clinical Care	36.7	✓		✓		✓
Immigration Status	Socioeconomic	35.9			✓		✓
Economic Insecurity	Socioeconomic	35.9		✓	✓	✓	✓
Language + Cultural Barriers	Socioeconomic	34.1		✓	✓	✓	

Based on the combined results of the assessment process, Mission Hospital is addressing the following priority areas as part of its FY18-FY20 CB Plan/Implementation Strategy Report:

- *Mental Health & Substance Use* – issues of stress, depression, anxiety, as well as more serious health conditions such as mental illness and Posttraumatic Stress Disorder are included here, as well as substance use issues around prescription medications, alcohol, marijuana and illegal substances. Mental Health & Substance Use was selected due to its prioritization as a top need, the clear importance the community placed on it, and its substantial impact on the health of many people in the service area.
- *Immigrant Support*– Fear across our immigrant communities has grown considerably since 2016. As a result, many immigrants are afraid to participate in community events, access resources, including health services and engage with neighbors. Immigrant support received special priority given the clear importance of this issue to the

community. Mission Hospital wished to uphold the ministry's emphasis on the poor and vulnerable, and felt a responsibility to compassionately support and advocate for this population, as they often cannot do so themselves.

- *Economic Mobility* – because this is a root cause for several socioeconomic indicators, identifying methods to improve issues of poverty, employment or other economic concerns is a critical need in South Orange County. Economic Mobility is a priority to honor the opinions of many of the residents who attended the focus groups and forums and identified this as a key concern.

### **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 Poor program managed by the Mission Hospital

Furthermore, 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 and resources to meet the identified needs of underserved communities throughout Mission Hospital service areas.

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

**Access to Resources:** Mission Hospital will continue to financially support Camino Health Center to provide primary care services to the low-income residents of South Orange County and depending on their expertise for service provision. We will maintain many of the programs currently in place through its Community Benefit program to continue providing access to care such as health insurance enrollment, preventive screenings, educational classes and medical transportation services.

**Dental Care:** Mission Hospital does not directly address dental needs as this is outside our scope of expertise; however, we will work in collaboration with Camino Health Center dental services, linking clients of the family resource centers to Camino services.

**Diabetes:** Camino Health Center is the primary medical provider for low-income residents and 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.

**Food and Nutrition:** Given other priorities raised during our most recent needs assessment, this issue became a lower priority compared to others.



**Homelessness:** Mission Hospital does not have the expertise to directly address homelessness; however we partner with several organizations that serve the homeless, including Family Assistance Ministry, Friendship Shelter and the Illumination Foundation.

**Housing Concerns:** 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 the other areas identified. We will continue to work with agencies who provide housing assistance such as Illumination Foundation, Friendship Shelter, and Family Assistance Ministry.

**Insurance and Cost of Care:** Given other priorities raised during our most recent needs assessment, this issue became a lower priority compared to others.

**Lack of Education:** Given other priorities raised during our most recent needs assessment, this issue became a lower priority compared to others.

**Lack of Exercise:** Given other priorities raised during our most recent needs assessment, this issue became a lower priority compared to others.

**Language and Cultural Barriers:** Mission Hospital may consider how to address barriers related to language and culture in the Immigration and Economic Stability initiatives.

**Obesity:** Given other priorities raised during our most recent needs assessment, this issue became a lower priority compared to others.

## COMMUNITY BENEFIT PLAN

### Summary of Community Benefit Planning Process

Mission Hospital worked with consultant Health Management Associates (HMA) on the Community Benefit Implementation Plan and finalized plans in November 2017. The process had the following components:

- Evidenced Based Research. HMA conducted industry-wide research to determine what efforts organizations and health systems similar to Mission Hospital and St. Joseph Health had made in the improving community health in the three identified priority areas.
- Resident Stakeholder Meetings. HMA conducted a series of interviews with identified community members and residents, identified and gathered by Mission Hospital, to better understand their experience, concerns, challenges, successes, and suggestions for improvement within the three priority areas.
- Strategy Stakeholder Workgroup. Upon completion of the resident interview series, HMA facilitated a strategic workgroup with key community stakeholders identified and gathered by Mission Hospital. This workgroup built consensus, alignment and buy-in on priority area goals, objectives and potential activities.

**Addressing the Needs of the Community:  
 FY18 – FY20 Key Community Benefit Initiatives and Evaluation Plan  
 FY19 Accomplishments**

**Initiative/Community Need Being Addressed: Mental Health (including Substance Use Prevention)**

**Goal (anticipated impact): Improve the Mental Health of the most vulnerable in South Orange County**

Outcome Measure	Baseline	FY19 Target	FY19 Results
Decrease the percentage of adults who rate their mental health as “fair” or “poor” <sup>1</sup>	19.1%	n/a	To be assessed in upcoming HNA
Reduce the percent of 9th graders who report using alcohol or other drugs within the last 30 day	2015/16 Baseline LBHS: 21% CUSD: 21%	LBHS: 20.5% CUSD: 20.5%	LBHS: 18% CUSD: 11%

Strategy(ies)	Strategy Measure	FY17 Baseline	FY19 Target	FY19 Results
Engage community members to support one another, enhance their communities, and foster positive social-emotional development	Increase # of unique clients participating in groups that are therapeutic, psychoeducational, or supportive in nature	41	CY18 Target = 50 CY19 Target = 60	198 clients participated in groups.  This represented 1,082 encounters
	Increase # of partners engaged in a coalition to address community trauma	0	CY18 Target = 3 CY19 Target = 4	6 partner agencies
	Increase # of promises made for mental health stigma reduction	1,744	1500	1,778 Promises
	Increase percent of surveyed residents who report finding the	June 2016 69%	Results: FY17 = 85% FY18 = 73%	83%

Strategy(ies)	Strategy Measure	FY17 Baseline	FY19 Target	FY19 Results
	community 'caring / sympathetic' to people with mental illness <sup>3</sup>			
Decrease social and emotional stress for individuals and families	Increase # new unique clients receiving mental health services at FRCs by 5%	328	CY18 Target = 344 CY19 Target = 361	530 unique clients, 4,476 encounters (an average of 8.4 visits per client)
	Increase number of FRC clients in individual, couples or family therapy who meet treatment plan goals	151 clients (63%)	CY18 Target = 158 CY19 Target = 166	<p>Of adult and child clients with <math>\geq 4</math> sessions, 46 (65%) met their treatment plan goals by discharge. An additional 10 clients (14%) partially met their goals.</p> <p>Of 26 adult clients who initiated service last fiscal year, 3 have meet their first set of treatment plan goals.</p>
	Increase number of adults whose PHQ-9 is >10 who improve their depression score by 5 points at conclusion of treatment	64 of 92 adults improved by 5 points (70%)	CY18 Target = 70 CY19 Target = 75 adults improved by 5 points	<p>27 of 65 adults improved by 5 points. (41%).</p> <p>Greater decreases were seen by clients who received individual therapy (average 7.7 point decrease). Of note – more clients were seen for post-traumatic stress than for depression, so overall client numbers are smaller for this measure.</p>

Strategy(ies)	Strategy Measure	FY17 Baseline	FY19 Target	FY19 Results
Increase provider knowledge about mental health/substance use	# of providers educated	Baseline: FY17 =0	CY18 Target = 10 CY19 Target = 15	65
Decrease rates of alcohol and other drug use by high school students	Decrease percentage of 9 <sup>th</sup> and 11 <sup>th</sup> graders who report using alcohol or other drugs within the past 30 days (CHKS)	2015/16 Baseline LBHS: 9 <sup>th</sup> - 21% 11 <sup>th</sup> - 45% CUSD 9 <sup>th</sup> - 21% 11 <sup>th</sup> - 42%	Target LBHS: 9 <sup>th</sup> - 20.5% 11 <sup>th</sup> - 44.0% CUSD: 9 <sup>th</sup> - 20.5% 11 <sup>th</sup> - 41.0%	LBHS: 9 <sup>th</sup> - 18% 11 <sup>th</sup> - 38% CUSD: 9 <sup>th</sup> - 11% 11 <sup>th</sup> - 26%

<sup>1</sup> Baseline data collected during Mission Hospital’s 2016/17 Health Needs Assessment via the random telephone survey conducted by PRC.

<sup>2</sup> LBHS = Laguna Beach High School

<sup>3</sup> Includes English and Spanish speaking residents who agree and somewhat agree that the community is caring or sympathetic to people with mental illness.

**Key Community Partners:** Orange County Mental Health, Orange County Health Care Agency ADEPT Program, Orange County Sheriff’s Department, Orange County Department of Education, Human Options, Raise Foundation, Children’s Bureau, Wellness & Prevention Center, NAMI, Camino Health Center, OMID/MECCA, Mariposa Women’s Center, Capistrano Unified School District, Laguna Beach Unified School District, National Coalition for Alcohol and Drug Dependency – Orange County, Boys & Girls Club of Laguna Beach, Boys and Girls Clubs of Capistrano Valley, Wellness Center, Western Youth Services, Seneca Family of Agencies, Child Guidance Center, Waymakers, Irvine Valley College.

Schools involved include Bernice Ayer Middle School, Cordillera Elementary School, Laguna Beach High School, La Paz Intermediate School, Marco Forster Middle School, Mission Viejo High School, St. Margaret’s Episcopal School, Montevideo Elementary School, San Clemente High School, Shorecliffs Middle School, Vista Del Mar Middle School, Wood Canyon Elementary School,

**Resource Commitment:** \$1.2 million staff time and operational expenses for all mental health and substance use prevention services

**FY19 Accomplishments:**

A total of 530 individuals participated in mental health services; including psychoeducational and support groups, individual child and adult therapy, couples and family therapy; psychiatric evaluation and medication management, and case management services. This represent 4,476 encounters for services. To

engage the community in services and to support a greater number of clients, the mental health team emphasized groups, including a men's group, new mothers' group, girl's self-esteem, adolescent boys, Art for Healing, Skills for Life, and a parent support group. In the measure for treatment plan goals, staff and interns were challenged to prepare initial collaborative treatment plan goals which were time-limited and achievable as client-stated goals tended to be long-term in nature. Trainings will be provided in developing SMART goals that are short-term to measure progress along the client's treatment to ensure that services are appropriate and beneficial.

Our mental health stigma reduction campaign, *Promise To Talk* ([promisetotalk.org](http://promisetotalk.org)) gathered 1,778 promises, conducted 9,353 encounters with the community and made 4,825,763 impressions. This nationally-recognized program is affiliated with California's *Each Mind Matters* movement. The program success inspired St. Jude Medical Center and St. Joseph Hospital to expand the campaign and supports nearly all of Orange County. In the most recent survey, 96% of community members confirmed their willingness to talk about mental health and 83% of community members feel the people in their community are generally caring and sympathetic to those with mental illness, representing a 31% increase since 2015.

**Youth substance use prevention program:** During this fiscal year, we activated our parent and youth social media campaigns to prevent youth substance use. The campaign has garnered over 18 million impressions (number of ad exposures), 50,000 encounters (number of clicks across all digital ads and social shares), and 45,000 visits to the *Raising Healthy Teens* webpage ([raisinghealthyteens.org](http://raisinghealthyteens.org)). Over 100 parents and teens attended our popular Date Night series. Presenters shared effective communication strategies and important information about drugs, alcohol, and adolescent brain development. We supported 3 middle schools (2,800 students) to provide assemblies and parent education nights focused on prevention, with an emphasis on electronic cigarettes. We are excited to see the results of these efforts and those of our community partners making an impact on youth substance use, as is demonstrated in our results for the schools in the table above.

**Addressing the Needs of the Community:  
 FY18 – FY20 Key Community Benefit Initiatives and Evaluation Plan  
 FY19 Accomplishments**

**Initiative/Community Need Being Addressed: Immigrant Support and Solidarity**

**Goal (anticipated impact):** Empower South Orange County low-income, limited English proficient (LEP) residents and their family members to reduce isolation and improve resiliency

Outcome Measure	Baseline	FY19 Target	FY19 Results
Increase scores of low income, LEP individuals' self-efficacy and self-esteem pre and post evaluation by 30%.	N/A	N/A	Annual Measure. Data collection started in January 2019. Not enough data to report
Increase the # of SOC low income, LEP individuals that participate in strategic plan core activities (Civic engagement, Com organizing, Immigration Relief Services by 10% each year after implementation	N/A	415 unique individuals (Based on 6 months data. Program started in 01.2018)  830 unique individuals. (Projection for 12 months)	913 unique individuals; 3407 encounters

Strategy(ies)	Strategy Measure	FY17 Baseline	FY19 Target	FY19 Results
Promote inclusion, diversity and multi-culturalism to strengthen positive community views of immigrants in South OC.	Increase scores of community perceptions and attitudes toward diversity, multiculturalism and immigrants in South OC by 10% each year of Strategic plan implementation	N/A	N/A	Will report in FY20. Barriers developing data tool and collection plan to track community perceptions.
Empower residents to reduce isolation and improve resiliency	Increase scores between Pre and Post Self- Efficacy and Self-Esteem evaluation (To be developed)	N/A	N/A	Data collection started in January 2019. Not enough data to report
	Increase the # of residents engaged in activities.	N/A	Implementation of activities started in first	108 unique individuals; 165 encounters

Strategy(ies)	Strategy Measure	FY17 Baseline	FY19 Target	FY19 Results
			half of FY19	
Increase services to support the unique needs of low-income, LEP residents.	Increase the # of residents receiving services annually.	0	415 unique individuals; 1871 encounters (Based on 6 months data. Program started in 01.2018)	805 unique individuals; 3,242 encounters
	Increase the # of providers receiving competencies training to serve low income, LEP residents	0	53 unique individuals; 53 encounters (Based on 6 months data. Program started in 01.2018)	182 unique individuals; 322 encounters
Increase services to support the unique needs of low-income, LEP residents.	Increase the # of residents receiving services annually.	0	415 unique individuals; 1871 encounters (Based on 6 months data. Program started in 01.2018)	805 unique individuals; 3,242 encounters
Increase access to culturally-appropriate services	Increase the # of providers receiving competencies training to serve low income, LEP residents	0	53 unique individuals; 53 encounters (Based on 6 months data. Program started in 01.2018)	182 unique individuals; 322 encounters



## **Key Community Partners:**

Access California Services, Boys and Girls Club-Laguna Beach, Breakthrough SJC, Catholic Charities, Catholic Diocese of Orange: Office of Life, Justice & Peace, Coalition for Immigrant Rights (CHIRLA), Community Health Initiative OC (CHIOC), Community Legal Aid Society of Orange County, Congregation of the Sisters of St. Joseph, Clergy & Laity United for Economic Justice (CLUE), Haitian Bridge Alliance, Interfaith Council of Greater Rancho Santa Margarita, Latino Health Access, Mission Basilica Immigration Ministry, OC Human Relations, OC Opportunity Initiative Funders Collaborative, OMID Multicultural Institute for Development, Orange County Community Foundation, OC Resilience, Our Savior's Lutheran Church, Public Law Center, St. Edward Church Social Justice Ministry, UCI Dream Center, UNIDOS, Women for American Values and Ethics, World Relief

**Resource Commitment:** *\$352,683, in staff time and operational expenses*

## **FY19 Accomplishments**

FY19 focused largely on developing an interfaith working group to promote inclusion to strengthen positive community views of immigrants and other vulnerable groups in South OC. Events and activities reached to 258 unduplicated individuals (representing 503 encounters). We co-facilitated 11 Public Witness events in San Juan Capistrano to raise awareness of immigrant families' separation. 104 unduplicated individuals attended these events.

In addition, we coordinated civic engagement activities such as voting registration and education, and community organizing efforts to empower residents, reduce their isolation and improve resiliency. We reached out to 108 unique vulnerable residents (representing 165 encounters) and our team assisted with the voter registration of 19 individuals.

Finally, we expanded immigrant relief outreach, education, and services to support 987 unduplicated low-income, low English proficient residents (representing 3,564 encounters), including legal services to 396 unduplicated individuals, adult English as a second language classes to 67 unduplicated clients through our partnership with Saddleback College, and helped 83 families complete Family Preparedness plans. In addition, we supported the development of the South Orange County Rapid Response team by hosting volunteer trainings at Mission Hospital's Conference Center.

## **Our plan for Immigrant Support and Solidarity will change in FY20 to the following:**

We are changing our measure for Strategy 1: Promote inclusion, diversity and multi-culturalism to strengthen positive community views of immigrants in South OC.

- New Measure: Number unique/unduplicated individuals participating in local efforts promoting inclusion, diversity and multiculturalism in South Orange County.

**Regional Initiative/Community Need being Addressed: Economic Mobility**

**Goal (anticipated impact):** Increase the number of South Orange County residents moving out of poverty by focusing on select social determinants of health. This goal was identified after the 2017 Community Health Needs Assessment and Implementation Plan had been submitted in 2018.

Outcome Measure	Baseline	FY19 Target	FY19 Results
Increase scores of Family Resource Center (FRC) clients on pre- and post-evaluations of self- efficacy and collective-efficacy by 25% (New General Self-Efficacy Scale and Collective Efficacy Scale)	This is a new priority area for Mission Hospital; baseline does not exist	N/A	Annual Measure. Data collection started in January 2019. Not enough data to report
Increase the number of FRC clients that participate in strategic plan core activities	This is a new priority area for Mission Hospital; baseline does not exist	105 unique individuals	288 unique Individuals (see strategies below)

Strategy (ies)	Strategy Measure	FY17 Baseline	FY19 Target	FY19 results
Increase financial education opportunities for low-income residents	Increase the number of people completing financial education programs	0	30	44 unique individuals
Increase job and career skills training and development opportunities.	Increase number of people completing job and career skills trainings and development programs	0	105	79 unique individuals; 1,822 encounters (shifts worked)
Build financial literacy instruction opportunities for children	Increase the number of children completing financial literacy programs	0	10	28
Engage with community partners in selected cities to develop and implement a plan to improve EDI scores	Number of cities with focused collaborative on EDI that hospital is participating in	0	1	1 city*

**Key Community Partners:** OCAPICA- Youth Employment Program, Saddleback College- AESL/Career Development Dept. - Community Action Partnership- Healthy Marriage Program with Financial Literacy Component, Orange County Credit Union, Families and Communities Together- FACT program, Boys and Girls Club Laguna Beach - Homework Club, Cope Health Solutions, NeighborWorks, Operation Hope, Pacific Mercantile Bank.

**Resource Commitment:** \$213,759 in staff time and operational expenses.

### **FY19 Accomplishments:**

In FY19, Mission Hospital implemented several workforce development programs: COPE Health Scholars Program provides college students with an opportunity for clinical experience in assisting healthcare professionals' basic patient care to prepare for a career in healthcare. With the program reaching its 1<sup>st</sup> anniversary, it is currently averaging 7 full time equivalent caregivers (nearly 1,000 monthly hours) with 60 students gaining experience in four clinical areas. Several Scholars received professional mentorship from administrative departments and are gaining leadership skills in addition to their clinical experiences. In addition, the Family Resource Centers have offered classes and coaching experiences for low-income residents to increase job skills.

Mission Hospital continues to implement Project Mission, a partnership with Capistrano Unified School District's Adult Transitions Program. This program provided five adult learners with an opportunity to intern at Mission Hospital alongside mentors who guide them throughout their 9-month experience and provide coaching on essential job skills. *Project Mission* has been implemented over the last 12 years at Mission Hospital, with over 40 interns graduating the program. 100% of interns have obtained jobs after their graduation and several have obtained long-term employment at Mission Hospital. In addition, for the last 4 years, Mission Hospital has implemented the *St. Joseph Worker Program* in collaboration with the Sisters of St. Joseph. This program supports two recent college graduates who enter a 10-month formation and service-driven experience with the Sisters. The Workers are placed at Mission Hospital to provide community support for our most vulnerable residents in South Orange County. In FY19, one Worker helped Mission Hospital to develop a policy and protocol to respond to the needs of human trafficking victims and facilitated a multi-disciplinary team to educate staff and integrate ongoing education on human trafficking for key departments. As a continuing result of her efforts, Mission Hospital's annual Nursing Grand Rounds convening will focus solely on human trafficking and how hospital caregivers can identify and provide support to victims.

In FY20, Mission Hospital will be targeting its focus on this priority area to workforce development and homelessness strategies. Providence St. Joseph Health has identified the issue of homelessness as a key priority focus area for FY20. Mission Hospital will include goals and strategies to support these efforts. Continued advocacy for the inclusion of financial literacy and EDI skill development among children will continue on a more informal basis in the final year of the strategic plan.

*Our plan for Economic Mobility will change in FY20 to the following with these new goals and strategies:*

- Goal: increase the number of residents participating in financial education and workforce development training programs by 10% from FY18 results (120 unique persons)
- Goal: increase the support for homeless individuals seeking permanent long-term supportive housing

*New Strategy:* Support homeless hospital patients through supportive housing partnership.

- Measure: The number of unique individuals who transition into bridge or permanent supportive housing (implemented through a partnership with the Friendship Shelter).

## Other Community Benefit Programs

Initiative/ Community Need Being Addressed:	Program Name	Description	Target Population (Low Income or Broader Community)	FY19 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>Low- income adults and children</p>	<p>Total Encounters: 33,228</p> <p>Partnerships continue with over 20 non-profit agencies, including newer relationships with: Boys and Girls Club of Laguna Beach, Child Guidance Center, Children Bureau, Community Legal Aid Society, Community Health Initiative of Orange County, Families Forward, Human Options, OC Credit Union, OCAPCIA, Public Law Center, Saddleback College, The Raise Foundation, The Coalitions of Community Health Centers</p>

<p>Access to Health Care</p>	<p>Camino Health Center</p>	<p>Camino is a fully licensed, community-based Federally Qualified Health Center (FQHC) providing affordable, quality primary medical, behavioral health, dental care and WIC nutrition services. The center accommodates over 102,000 visits annually at its three fixed clinic site locations in Lake Forest, San Clemente, and San Juan Capistrano. Mission Hospital is the sole corporate sponsor of Camino Health Center.</p>	<p>Low-income adults and children</p>	<p>53,023 visits across medical, dental, and behavioral health services provided through Camino's 3 locations. Optometry services were added to the Lake Forest site in 2019 and evening appointments are now offered at all three locations.</p> <p>In addition, Camino received 3 HRSA grants to expand access of mental health and substance abuse services, support the delivery of integrated behavioral health, and enhance the quality improvement initiatives.</p>
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## Other Community Benefit Programs and Evaluation Plan (Continued)

<p>Access to Health Care</p>	<p>Access to Health Care Initiative</p>	<p>The Access to Health Care Initiative covers a wide array of programs and services designed to help residents gain access to education, screenings and other services to improve their health and quality of life. This initiative includes:</p> <p><b>Case Management - Provide intensive case management through Care Navigator model</b></p> <ul style="list-style-type: none"> <li>Community Care Navigator program that works with individuals who need ongoing support after a hospitalization.</li> </ul> <p><b>Outreach Enrollment Retention and Utilization Model for coordinating health care access for the uninsured and newly insured</b></p> <ul style="list-style-type: none"> <li>Health Insurance and social supportive services outreach, enrolment, retention and utilization program.</li> </ul> <p><b>Access and Health Promotion Programs</b></p> <ul style="list-style-type: none"> <li>Nurse navigator program serving low income communities</li> <li>Transportation program for seniors and low income individuals to the Hospital, 3 federal qualified health center</li> </ul>	<p>Low income adults</p>	<p><b>Care Navigators:</b> The Community Care Navigators engaged with 125 of the 157 most frequent visitors to our Emergency Departments. 1,047 encounters were made with these clients. Engaged clients averaged 3.8 ED visits per quarter, compared to 6.2 visits for that population in general, a 39% reduction. The percentage of avoidable ED visits remained steady.</p> <p><b>Enrollment:</b> 1,336 new enrollments and 752 renewals in Medicaid and Covered California. Health insurance outreach, education and counseling efforts served 5,732 individuals (encounters)</p> <p>The <b>nurse navigator program</b> provided 1,739 encounters with community members</p> <p>The <b>transportation program</b> provided 5,882 rides to 277 unduplicated individuals</p>
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**Other Community Benefit Programs and Evaluation Plan (Continued)**

		<p>sites and 2 family resource centers in the service area</p> <ul style="list-style-type: none"> <li>• Flu clinics</li> <li>• Skin Cancer screening</li> </ul>		<p><b>Flu clinics</b> served 563 unduplicated clients</p> <p>Skin cancer screening served 121 unduplicated clients</p>
<p>Access to Health Care</p> <p>Mental Health</p> <p>Substance Use Prevention</p>	<p>Community Benefit Grant Program</p>	<p>Our community grant program is designed to increase the capacity of services to local south county programs in order to better serve the vulnerable residents in South Orange County.</p>	<p>Low income adults and children</p>	<p>The Grant program provided support to 6 organizations in 2019. Between Jan-June 2019, these grants served 829 unduplicated individuals and provided 4,039 encounters.</p>



## Telling Our Community Benefit Story:

FY19 Mission Hospital summary of financials. In FY19, Medicaid shortfall was \$111,466,797, however, when hospital fee was accounted for it was -\$19,522,349).

**FY19 COMMUNITY BENEFIT INVESTMENT**  
**MISSION HOSPITAL**  
*(ending June 30, 2019)*

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)	\$10,355,846
	Unpaid cost of Medicaid <sup>3</sup>	\$0
	Unpaid cost of other means-tested government programs	\$0
	<b>Total Medical Care Services for Vulnerable</b>	<b>\$10,355,846</b>
<b>Other benefits for Vulnerable Populations</b>	Community Benefit Operations	\$0
	Community Health Improvements Services	\$2,695,178
	Cash and in-kind contributions for community benefit	\$4,569,678
	Community Building	\$26,081
	Subsidized Health Services	\$22,876
	<b>Total Community Benefit for the Vulnerable</b>	<b>\$7,313,813</b>
<b>Other benefits for the Broader Community</b>	Community Benefit Operations	\$352,108
	Community Health Improvements Services	\$235,894
	Cash and in-kind contributions for community benefit	\$54,935
	Community Building	\$96,958
	Subsidized Health Services	\$0
	<b>Total Community Benefit for the Broader Community</b>	<b>\$739,895</b>
<b>Health Professions Education, Training and Health Research</b>	Health Professions Education, Training & Health Research	<b>\$106,427</b>
<b>TOTAL COMMUNITY BENEFIT (excluding Medicare)</b>		<b>\$18,515,981</b>
<b>Medical Care Services for the Broader Community</b>	Unpaid cost to Medicare <sup>4</sup> <i>(not included in CB total)</i>	<b>\$20,369,434</b>

<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, underinsured, or eligible for Medicaid (referred to as Medi-Cal in California), Medicare, California Children's Services Program, or county indigent programs. 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>8</sup> Summary of Accomplishments

#### *Angel Program:*

Every year, Mission Hospital coordinates the “adoption” of families during Back to School and the holiday season. In FY19, 107 students received much needed school supplies during our Back to School Angel Program in August and 102 families (representing 155 adults and 258 children) were provided with holiday gifts and meals for the 2018 holiday season. 51 Hospital departments participated in this program, purchasing clothing and supplies, and donated gift cards for these families. We also continued close partnerships with several outside agencies who adopted families in need: Camino Health Center; Casanova; LaVine & Associates CPAs, Inc.; Mazzo Group; and Mission Heritage Medical Group.

#### *Supporting Food Needs During the Holidays:*

Mission Hospital donated 570 turkeys to local pre-selected charities, including food pantries, local faith communities, and homeless service providers.

#### *St. Joseph Day Food & Clothing Drive:*

As part of our celebration of St. Joseph, our Patron Saint, Mission Hospital hosts a food and clothing drive to help local non-profits who serve the vulnerable residents in South County. In March 2019, this tradition continued and hospital employees gathered non-perishable food items and hygiene products to support Father Serra’s Pantry at the Mission Basilica in San Juan Capistrano and our two Family Resource Centers. Providing such basic resources as food and toiletries can alleviate despair, diminish fear, provide safety, promote dignity, and truly empower those who are at greatest risk in our community. In the spirit of our Patron Saint, we are grateful for those at Mission Hospital who so humbly provide for the underserved and promoted Justice in his name.

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<sup>8</sup>Non-financial summary of accomplishments are referred to in CA Senate Bill 697 as non-quantifiable benefits.

## Governance Approval

This FY19 Community Benefit Report was approved at the November 19, 2019 meeting of the Mission Hospital Community Benefit Committee of the Board of Trustees.

Todd Lempert, MD

A handwritten signature in black ink, appearing to read "Todd Lempert", written over a horizontal line.

Chair's Signature confirming approval of the FY19 Community Benefit Annual Report

11/19/2019

Date