



*Mission Hospital*

**Fiscal Year 2010 COMMUNITY BENEFIT REPORT**



## EXECUTIVE SUMMARY

### **Our Mission**

*To extend the healing ministry of Jesus in the tradition of the Sisters of St. Joseph of Orange by continually improving the health and quality of life of people in the communities we serve.*

### **Our Vision**

*We bring people together to provide compassionate care, promote health improvement and create healthy communities.*

### **Our Values**

*The four core values of St. Joseph Health System -- Service, Excellence, Dignity and Justice -- are the guiding principles for all we do, shaping our interactions with those whom we are privileged to serve.*

### **Who We Are and What We Do**

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.

Mission Hospital provides south Orange County communities with access to advanced care and advanced caring through two convenient locations, Mission Viejo and Laguna Beach. As a not-for-profit, Mission Hospital has been serving the greater needs of the community for nearly 40 years, improving the quality of life in the communities it serves. Mission Hospital in Mission Viejo is an acute care, full-service facility that houses the region's designated trauma center, one of only three in the county. A complete array of top-quality healthcare services are offered including 24-hour emergency care; Mission Imaging Center offering the most advanced diagnostic care, Mission Heart Center providing cardiac rehabilitation and chest pain center; Mission Stroke Center, providing the region's most comprehensive and advanced neurological care; Mission Maternity Center including special care for high risk pregnancy; and Mission Women's Wellness Center offering comprehensive breast, heart and pelvic care. Mission Hospital also offers the highest level of care in orthopedics, rehabilitation, cancer, spine and vascular services. Mission Hospital Laguna Beach's healthcare services include 24-hour emergency, intensive and medical-surgical care as well as behavioral health and chemical and pain medication dependency treatment.

The hospital has a medical staff of 786 physicians representing 50 specialties and subspecialties. Currently there are more than 2,600 employees and over 800 volunteers. As the largest medical center in south Orange County, licensed for 552 beds, Mission Hospital is fully accredited by The Joint Commission. Since 1980, the hospital has housed the region's designated trauma center that served 931 patients this past fiscal year.

Mission Hospital's full-service facilities provide quality medical care to all residents of south Orange County. Mission Hospital is twice a recipient of the distinguished Ernest A. Codman Award for excellence in quality healthcare presented by The Joint Commission for our Traumatic Brain Injury Protocol and Rapid Response Nursing Team.

### ***Community Benefit Investment 2009 and 2010***

**For the fiscal year ending June 30, 2010, the amount of dollars spent on Community Benefit activities overall at Mission Hospital excluding unpaid costs of Medicare** (in alignment with CHA guidance) **totaled \$32,689,000** (a 38% increase from FY09). Medicare costs for FY10 totaled \$32,972,000 (a 12% increase from FY09).

### ***Patient Financial Assistance Program***

Our mission is to provide quality care to all our patients, regardless of ability to pay. We believe that no one should delay seeking needed medical care because they lack health insurance. That is why St. Joseph Health System has a **Patient Financial Assistance Program** that provides free or discounted services to eligible patients.

In FY10 Mission Hospital provided a total of **\$5,525,000** through our Financial Assistance program, serving 1,958 of the most vulnerable community members in south Orange County (representing a 29% increase in expense and a 64% increase in persons served from FY09).

### ***Community Plan Priorities***

Based on results from the FY08 Health Needs Assessment, Mission Hospital, along with our community partners, selected five key areas of focus for the FY09 – FY 11 Community Benefit Plan. Our initiatives focus on Primary Care, Depression, Childhood Obesity, Post Secondary Education and Affordable Homes. Significant efforts and resources were allocated with the expectation of clear and measurable outcomes. Each initiative is based on evidenced-based practices in the field of community health and the Advancing the State of the Art in Community Benefit (ASACB) criteria.

Below is a brief description of each initiative and selected accomplishments from FY10.

#### **Primary Care**

The Primary Care Initiative outcome goal is to increase access to primary care at Camino Health Center. The strategies to increase access focus on enhancing revenue streams for the clinic, enhancing and implementing information technology systems, strengthening provider teams to provide high quality and efficient care, and improving efficiencies of workflow by using performance improvement methodologies.

In FY10, Camino Health Center received over 108,000 patient visits, with 3,557 unduplicated patients from the cities of San Clemente, Dana Point, and San Juan Capistrano. The number of unduplicated patients served represents an 8% increase over the number of patients served in

FY09. Primary medical care was delivered by Camino's medical provider team which was operating at a full staffing level. The health center's total net revenue for FY10 was \$1,788,763 which is an increase of approximately \$33,500 from the previous fiscal year. In line with the health system-wide goal of providing Perfect Care and part of Camino's strategy to improve work flow efficiencies and clinical quality, a 15.7% increase was achieved in the number of girls ages 9 – 19 who received their final vaccination against the Human Papilloma Virus (HPV) when compared to the FY09 outcomes.

### **Depression**

The Depression Initiative outcome goal is to increase the # of persons 300% below FPL from south Orange County who engage in services for depression (services include counseling, support services &/or medication). The strategies used focus on increasing early identification and intervention for individuals and families, increasing community awareness and acceptance of depression, increasing capacity to provide services, increasing availability of services and increasing cultural and linguistic appropriateness of providers.

In FY10, the South Orange County Depression Coalition grew to encompass over 80 members representing 22 agencies. Combined, this group provided 1,396 low-income residents with services to treat depression. The Coalition increased the number of mental health providers willing to provide sliding scale services to local residents to a new high of 118 providers (an increase of 36% from FY09). Of those, 50 are fluent in English and Spanish languages. A physician education event to assess and treat patients for depression in the primary care setting was held with over 40 practitioners in attendance. A South Orange County Resource Guide for Depression Services was created to support our strategy of increasing early identification and intervention and will be distributed to primary care physicians in south Orange County in FY11.

### **Childhood Obesity**

The Childhood Obesity outcome goal is to reduce the prevalence of obesity in underserved children 3-11 years old. The strategies used focus on increasing regular practice by families around healthy foods and physical activities, increasing the number of new or expanded school-based nutrition/ physical activity programs addressing obesity, and increasing community options for healthy foods and physical activities.

In FY10, over 3,100 individuals received education about healthy lifestyle choices through our Obesity initiative. Nutrition classes were given to over 350 adults and children. 100% of families returning a survey reported a positive change around healthy foods or physical activity. Our school-based program Healthy For Life in partnership with the American Academy of Pediatrics expanded in FY10 to reach 20 classrooms in 14 different schools and Head Start programs. A collaborative partnership between the Boys & Girls Club of San Juan Capistrano, Mission Hospital and The Ecology Center provided a rich experience for children to learn how to grow their own vegetables. Of the children aged 3 – 11 served by all of these programs, 6%

decreased their body mass index below the 85<sup>th</sup> percentile, the rate at which children are considered overweight.

### **Post-Secondary Education**

The Post-Secondary Education outcome goal will be to increase participation of youth in post-secondary education/training within three years of graduation with a focus on students in San Clemente, Dana Point and San Juan Capistrano. The strategies used focus on changing expectations about post-secondary education/ training careers with teachers, students, parents and the community; increasing exposure to careers, educational options and the process; and empowering students to take control of their futures.

Continuing its growth and development from FY09, the Capistrano Promoting Access for Higher Education (CPATHE) collaborative continued to strengthen its partnerships, establish visibility and institutionalize its presence in south Orange County. CPATHE partnered with Capistrano Unified School District to implement parent trainings. The first Youth Conference: *Can't Stop Won't Stop* was developed with support of CPATHE and held at Saddleback College. This program, provided in partnership with Orange County Human Relations and led by a group of teens, had over 100 students and 14 organizations participating in the day's events. In Spring 2010, CPATHE partnered with the University of California, Irvine to implement the 4<sup>th</sup> Annual Science Extravaganza for middle school students. In all, FY10 reached close to 1,000 parents and youth participating in CPATHE-sponsored events.

### **Affordable Homes**

The Affordable Homes outcome goal is to increase affordable homes in south Orange County, with a special focus on the cities of San Clemente, Dana Point, San Juan Capistrano and Mission Viejo. The strategies used focus on increasing the number of public or private policies that support affordable homes, increasing broad based community advocacy groups/organizations that identify and act on affordable homes as a priority, and collaborating to create new affordable homes.

In FY10 the South Orange County Alliance for Housing Our Communities (SOCAHOC) had over 200 encounters with organizations and with 301 individuals. A total of 115 unduplicated organizations were engaged and acted on housing initiatives (an increase of 38% from FY09). The City of San Juan Capistrano hosted the 2<sup>nd</sup> SOCAHOC Community Dialogue: "Understanding City Requirements and Responsibilities to Develop Affordable Homes: Opportunities for Innovation and Community Building" at the San Juan Capistrano Community Center, where approximately 100 individuals from 55 organizations attended the event.

### **Laguna Beach Health Needs Assessment**

As part of our commitment to continuing the legacy of the Sisters of St. Joseph of Orange in the communities we serve, Mission Hospital embarked in a Health and Quality of Life Needs Assessment process in the fall of 2009 after purchasing South Coast Medical Center in Laguna Beach. Although results indicated that the Laguna Beach community was healthier overall

when compared to state and national levels, there were some key areas that were identified as opportunities to impact health and quality of life.

After public forums, in-person interviews, and engagement from community partners, three areas of focus for the Laguna Beach community were identified as priorities for Community Benefit work: Alcohol & Substance Abuse, Depression, and Jobs/Job Skills for the homeless. In FY11 we will begin constructing plans to meet the needs of the community in these three diverse areas.

Mission Hospital is committed to living out the loving legacy of the Sister's of St. Joseph of Orange. Much like the sisters started their work in 1650 in Le Puy France, we look forward to working in collaboration with our community partners and the community to accomplish the ambitious goals that have been outlined in this plan. We are confident that together we will improve the health and quality of life of the people in the communities we serve.

## INTRODUCTION

### Who We Are and What We Do

Mission Hospital has a lengthy history of community service to the residents of south Orange County. As a member of the Saint Joseph Health System, Mission Hospital is committed to improving the health status and quality of life of the people it serves. The values of Dignity, Excellence, Service, and Justice are the guiding principles which help to direct the mission of the hospital, and have compelled the Sisters of St. Joseph of Orange and all of their sponsored ministries to dedicate resources to the care of the medically underserved, and to advocate for the alleviation of conditions which limit access to basic health services. Policies have been established which mandate periodic assessments of the health needs of the poor and vulnerable. A specific percentage of net income is allocated to outreach programs to address specific unmet health needs, separate from the ordinary vehicle of acute health care delivery. **For the fiscal year ended June 30, 2010, the amount of dollars spent on community benefit activities overall at Mission Hospital excluding unpaid costs of Medicare** (in alignment with Catholic Health Association guidelines) **totaled \$32,689,000.** Medicare costs for FY09 totaled \$29,433,000.

Mission Hospital provides south Orange County communities with access to advanced care and advanced caring through two convenient locations, Mission Viejo and Laguna Beach. As a not-for-profit, Mission Hospital has been serving the greater needs of the community for nearly 40 years, improving the quality of life in the communities it serves. Mission Hospital in Mission Viejo is an acute care, full-service facility that houses the region's designated trauma center, one of only three in the county. A complete array of top-quality healthcare services are offered including 24-hour emergency care; Mission Imaging Center offering the most advanced diagnostic care, Mission Heart Center providing cardiac rehabilitation and chest pain center; Mission Stroke Center, providing the region's most comprehensive and advanced neurological care; Mission Maternity Center including special care for high risk pregnancy; and Mission Women's Wellness Center offering comprehensive breast, heart and pelvic care. Mission Hospital also offers the highest level of care in orthopedics, rehabilitation, cancer, spine and vascular services. Mission Hospital Laguna Beach's healthcare services include 24-hour emergency, intensive and medical-surgical care as well as behavioral health and chemical and pain medication dependency treatment.

The hospital has a medical staff of 786 physicians representing 50 specialties and subspecialties. Currently there are more than 2,600 employees and over 1,200 volunteers. As the largest medical center in Orange County, licensed for 552 beds, Mission Hospital is fully accredited by The Joint Commission. Since 1980, the hospital has housed the region's designated trauma center that served 931 patients this past fiscal year. As the largest medical center in the area, Mission Hospital's full-service facilities provide quality medical care to all residents of south Orange County. Mission Hospital is twice a recipient of the distinguished Ernest A. Codman Award for excellence in quality healthcare presented by The Joint Commission for our Traumatic Brain Injury Protocol and Rapid Response Nursing Team.

In FY10 a significant amount of work and resources were dedicated to the implementation of our Community Benefit Strategic Plan. The plan focuses on Primary Care, Depression, Childhood Obesity, Post-Secondary Education and Affordable Homes. In addition, with the purchase of a second campus in Laguna Beach, we dedicated resources to conduct a health needs assessment specific to that small coastal community to identify the most pressing health and quality of life needs. All of these initiatives have sustained a collaborative that engages the community and maximizes existing community resources.

### **Community Benefit Investment 2009 and 2010**

**For the fiscal year ended June 30, 2010, the amount of dollars spent on Community Benefit activities overall at Mission Hospital excluding unpaid costs of Medicare** (in alignment with CHA guidance) **totaled \$32,689,000** (a 38% increase from FY09). Medicare costs for FY10 totaled \$32,972,000 (a 12% increase from FY09).

### **Community Benefit Governance Structure**

Mission Hospital demonstrates organizational commitment to the community benefit process through the allocation of staff, financial resources, participation and collaboration. Quarterly presentations were made to the Community Benefit Committee to allow them the opportunity to ask questions and provide feedback on each initiative's progress. The community was engaged in the ongoing collaborative work created for each of Mission Hospital's Community Benefit Initiatives. The collaboratives have provided guidance and action within each of the initiatives and helped further our outreach efforts.

Full engagement of the Hospital's Community Benefit Committee, Board of Trustees and Executive Management Team occurred in the review of the FY10 health needs assessment data for Laguna Beach and members actively participated in the prioritization of the programs and services necessary to impact the health and quality of life within the areas with disproportionate unmet needs.

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

Mission Hospital utilized a variety of data sources to compile the FY08 Health Needs Assessment that led us in developing our FY09-11 community benefit priorities. Data was taken from the Orange County Health Needs Assessment, the St. Joseph Health System Professional Research Consultants Survey, the Mission Hospital Professional Research Consultants Survey, Census Data and focus groups in target communities. Specific emphasis was put on data collected through the Mission Hospital Professional Research Consultants Survey and the focus groups since they targeted our priority communities.

Mission Hospital partnered with Saddleback Memorial Hospital in Laguna Niguel and San Clemente in the implementation of the FY08 needs assessment due to our similar service area. Representatives from both hospitals were engaged early on in the design of the survey to ensure that key pieces of data were collected that would meet both our needs.



In order to engage community residents, focus groups were implemented in the Cities of San Clemente, Dana Point and San Juan Capistrano, with a total of 40 community residents participating. Residents for the focus groups were recruited by several community leaders. The focus groups were implemented by Rigoberto Rodriguez, PhD from California State University Long Beach.

Below is a brief summary of key indicators that were reviewed to determine Community Benefit Priorities for FY09-11.

Data Source	Health Insurance Coverage	Access Difficulties	Primary Care
	<i>No Insurance</i>	<i>Financial, transportation etc</i>	<i>Yes-% w/in past year</i>
OCHNA 2007 (Orange County) N=5,000	4.8% (Adult), 3.4% (Children)	37.5% Financial (Child)	92.90%
SJHS PRC Survey N= 500	11.03% (Adults)	25.80%	QNA
MH PRC 2008 (San Clemente, Dana Point, San Juan Capistrano) (Each %= 935 People) N= 1000	18.4% (Adults) 80.7% (Children out of 22 respondents)	23.6% (Adults)	64.2%, 71.3% have a specific source of ongoing care.
Community Focus Groups (San Clemente N=20) San Juan Capistrano (N=20)	Residents in San Juan Capistrano expressed lack of insurance coverage for adults that are undocumented.	Residents in San Clemente expressed difficulty getting to local community clinics due to a lack of bus routes.	Community residents in San Clemente and Dana Point expressed need of an affordable and accessible community clinic

Data Source	Mental Health			
	<i>Diagnosed Major Depression</i>	<i>Fair Poor Rating</i>	<i>Poor Mental Health last 30 days</i>	<i>Extreme Stress</i>
OCHNA 2007 (Orange County) N=5,000	21.40%	QNA	1.90%	QNA
SJHS PRC Survey N= 500	6.96%	7.90%	QNA	2.20%
MH PRC 2008 (San Clemente, Dana Point, San Juan Capistrano) (Each %= 935 People) N= 1000	7.1% 26.7% report Chronic Depression	8.40%	1.80%	11.80%
Community Focus Groups (San Clemente N=20) San Juan Capistrano (N=20)	Residents in San Juan Capistrano cited high rates of depression in the community due to the stressful situation in which they live in.	Residents in San Clemente asked for family Mental Health Services.	Residents in San Clemente and San Juan Capistrano expressed the need for mental health services for youth.	

Data Source	Heart Disease		Asthma	
	<i>Hypertension</i>	<i>Cholesterol</i>	<i>Adults</i>	<i>Children</i>
OCHNA 2007 (Orange County) N=5,000	QNA	QNA	QNA	QNA
SJHS PRC Survey N= 500	27.35%	31.85%	3.83%	14.02%
MH PRC 2008 (San Clemente, Dana Point, San Juan Capistrano) (Each %= 935 People) N= 1000	26.4% have been told that blood pressure is high.	26.9% have been told cholesterol was high.	12.70%	8.60%
Community Focus Groups (San Clemente N=20) San Juan Capistrano (N=20)				

Data Source	Obesity			Cancer
	Adults	Children	NO Access to Recreation	Skin
OCHNA 2007 (Orange County) N=5,000	40.5% Overweight	6.7% Overweight	10.50%	QNA
SJHS PRC Survey N= 500	18.04	14.40%	QNA	7.68%
MH PRC 2008 (San Clemente, Dana Point, San Juan Capistrano) (Each %= 935 People) N= 1000	16.7% are Obese	6.4 are Overweight	4.6% lack of outdoor areas, 3.6% neighborhood concerns.	9.20%
Community Focus Groups (San Clemente N=20) San Juan Capistrano (N=20)		Resident sin Dana point expressed concerns for high level of obesity ion the community.	Residents in Dana Point and San Juan Capistrano expressed the need for activities to keep youth active. Residents in San Juan Capistrano mentioned lack of space for adult recreation.	

Data Source	Mammogram	Pap Smear	Influenza Vaccinations	
	Past 2 years	Past 3 years	18-64 (Have Not)	65+ (Have Had)
OCHNA 2007 (Orange County) N=5,000	95.30%	96%	24.3% have not had a flu shot.	QNA
SJHS PRC Survey N= 500	79.88%	88.58%	27.40%	72.60%
MH PRC 2008 (San Clemente, Dana Point, San Juan Capistrano) (Each %= 935 People) N= 1000	85.40%	84.10%	65.6% have not had a flu shot.	77.2% received a flu shot in the past year.
Community Focus Groups (San Clemente N=20) San Juan Capistrano (N=20)				

Data Source	Pneumonia Vaccinations		Alcohol Use
	18-64	65+	Binge Drinking
OCHNA 2007 (Orange County) N=5,000	QNA	QNA	9.5 % ( avg. 5+ drinks in the past 30 days.)
SJHS PRC Survey N= 500	21%	61.90%	16.57%
MH PRC 2008 (San Clemente, Dana Point, San Juan Capistrano) (Each %= 935 People) N= 1000	27.8% have received.	69.2% have received.	18.40%
Community Focus Groups (San Clemente N=20) San Juan Capistrano (N=20)			

Data Source	Affordable Housing	Median Contract Rent	Household Size	Rent 35% Greater than HH Income	Education
	<i>Hardship</i>	\$	5+	Yes-%	<i>No HS Diploma</i>
OCHNA 2007 (Orange County) N=5,000	QNA	QNA	21.70%	QNA	1.16%
SJHS PRC Survey N= 500	QNA	QNA	12.40%	QNA	6.60%
MH PRC 2008 (San Clemente, Dana Point, San Juan Capistrano) (Each %= 935 People) N= 1000	17% worked extra job/hours to pay rent. 75.4% rate availability fair/poor.	19.8% pay \$1,500 or more on rent, 19.5% spend \$2,500 or more on rent	QNA	QNA	9.30%
Community Focus Groups (San Clemente N=20) San Juan Capistrano (N=20)				Residents in San Clemente, Dana Point and San Juan Capistrano expressed the issue of household overcrowding due to the high cost of rent in the area.	Community residents in San Juan Capistrano expressed the need for career and education preparation programs for youth in the community.



In the Fall 2009, after the purchase of a second campus in Laguna Beach, and as part of our commitment to continuing the legacy of the Sisters of St. Joseph of Orange in the communities we serve, Mission Hospital embarked in a Health and Quality of Life Needs Assessment process for the Laguna Beach community. A total of 401 phone surveys were completed for the General Population and 58 in-person surveys with the Homeless Community (Friendship Shelter and Unsheltered Homeless). Although results indicated that the Laguna Beach community was healthier overall when compared to state and national levels there were some key areas that were identified as opportunities to impact health and quality of life. Additionally, the Homeless Community was found to have a lower level of health and quality of life when compared to the general population.

We engaged the community by holding a variety of forums. We presented the assessment results and then worked with those community members to prioritize and select top issues. Additional outreach was conducted with the Homeless Community in to ensure we were hearing from one of the most vulnerable sectors in the community. Feedback was also garnered from the Mission Hospital Laguna Beach Advisory Council as they have been tasked with providing feedback related to our Community Benefit efforts. To determine key priorities for the General population, the following criteria were used and respondents were asked to rate (Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree) how they felt about the following statements in relation to the issue being highlighted.

- The issue affects poor and vulnerable community members.
- The issue is widely felt in the community.
- There are resources and/or infrastructure available to address the issue.
- There is ample passion or energy in the community to address the issue.

Based on a compilation from all of these diverse stakeholders, we have arrived at our Community Benefit priority areas of focus for the Laguna Beach community. In order to make the greatest impact on the greatest needs, our primary focus will be on alcohol and substance use prevention for the youth of the community. We are also looking beyond our focus on alcohol and substance use to determine if there are synergies with existing community partners to provide resources in the areas of depression as well as job skill development for the homeless.

We are now embarking on the second phase of our journey: strategic planning. Over the coming year, we will be working with the community to identify how Mission Hospital can help to meet these needs and continue our collaborative workings of the Sisters of St. Joseph of Orange.

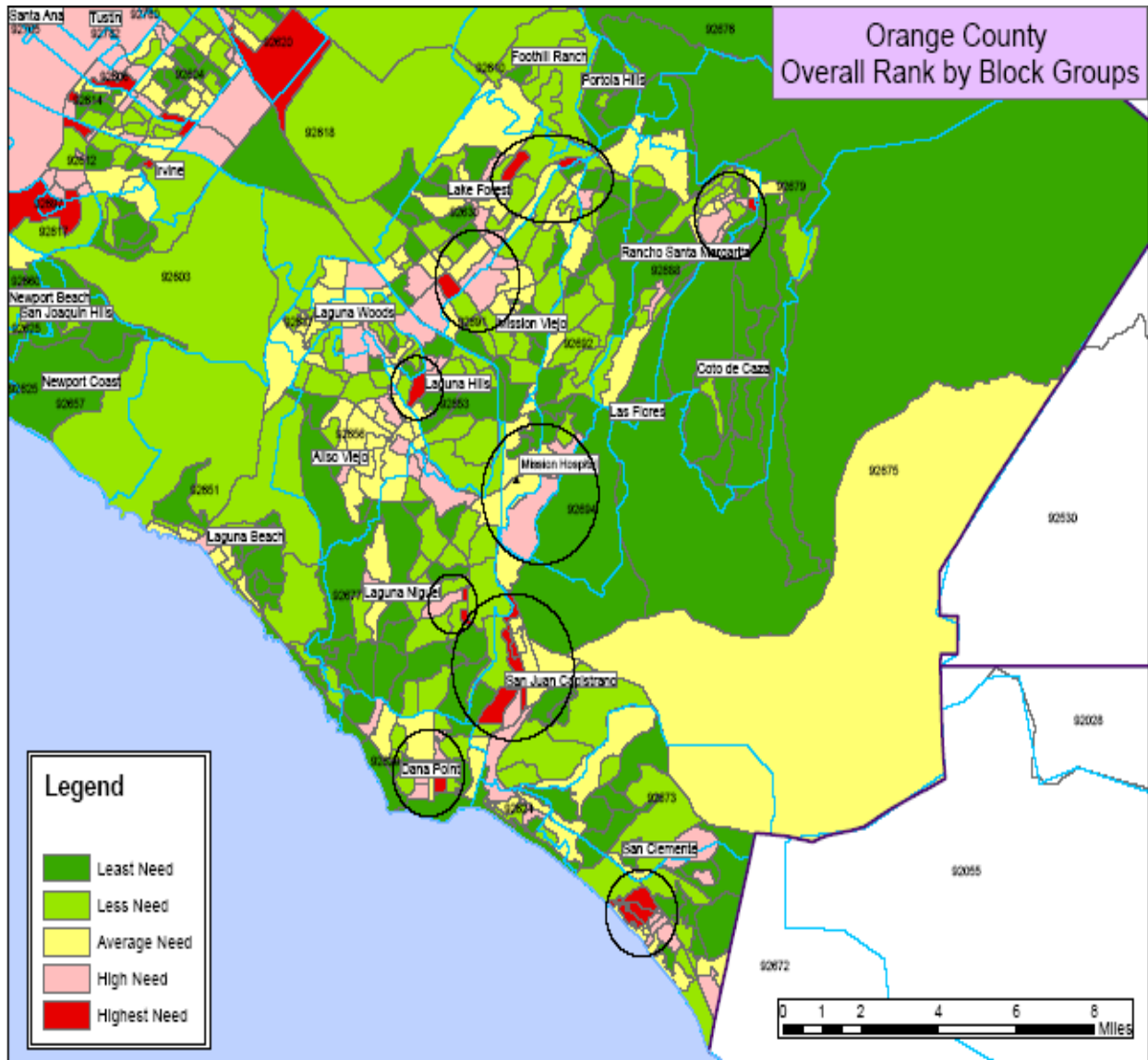
Mission Hospital provides south Orange County communities with access to advanced care and advanced caring through two convenient locations, Mission Viejo and Laguna Beach. The hospital's service area extends from the junction of the 405 and 5 freeways in the north to Camp Pendleton in the south. Geographically, South County is bordered by the Pacific Ocean to the west, the Santa Ana Mountains to the north and east, and the marine base Camp Pendleton to the south. Our Primary Service Area includes the cities of Mission Viejo, Laguna Beach, Laguna Niguel, San Juan Capistrano, San Clemente, Rancho Santa Margarita, Lake Forest, Laguna Hills, Dana Point Ladera Ranch Trabuco Canyon, Capistrano Beach and Aliso Viejo. This includes a population of approximately 623,000 people, an increase of 4% from the prior assessment. Mission Hospital's Secondary Service area includes Laguna Woods, Irvine, Foothill Ranch and Silverado. South Orange County is a relatively affluent community with a median household income of \$92,124 compared to the Orange County median household income of \$58,605 (US Census Quick Facts). The average household size is 2.70 compared to the Orange County wide household size of 3.00.

Demographically, the area is primarily Caucasian (78%, an increase of 8% from prior assessment), with the Hispanic population growing to 19.2%, an increase of 1.8% overall. The Asian representation is at 8.5%, an increase of 1.5% from the past assessment.



In general, Mission's service area reflects a high degree of health and quality of life. Mission provides broad community benefit services to its primary and secondary service area (which includes Laguna Beach as of July 2009). However, isolated areas of high need have been identified in the cities of San Clemente, Dana Point, San Juan Capistrano, Laguna Niguel, Mission Viejo, Lake Forest and Rancho Santa Margarita. These areas were determined based on

Key Drivers for Community Vulnerability, which include median household income, number of people living in a home, health insurance coverage, highest educational level, etc.



Although high needs were identified in these 8 areas, based on hospital resources and partnerships and in an effort to show significant outcomes at the end of the three-year plan, a decision was made to primarily focus on the cities of San Clemente, Dana Point, San Juan Capistrano, Laguna Beach and Lake Forest. This decision was made in partnership with Community Benefit Department Staff, the hospital Executive Team and the Community Benefit Committee.

## **Patient Financial Assistance Program**

We believe that as a Catholic health service organization, SJHS has a social responsibility and moral obligation to make quality health services accessible to the medically poor. We further believe all persons have a right to an adequate level of health care and that the provision of health care for those who require it is an obligation of justice as well as charity or mercy (A Vision of Value, 1986, Rev. 1991).

Our mission is to provide quality care to all our patients, regardless of ability to pay. We believe that no one should delay seeking needed medical care because they lack health insurance. That is why St. Joseph Health System has a **Patient Financial Assistance Program** that provides free or discounted services to eligible patients.

In FY10 Mission Hospital provided a total of **\$5,525,000** through our Financial Assistance program, serving 1,958 of the most vulnerable community member in south Orange County (representing a 29% increase in expense from FY09).

**Mission Hospital**  
**FY 09 – FY 11 Community Benefit Plan:**  
**FY 10 Progress on CB Priority Initiatives or Programs**



**Primary Care**

The Primary Care Initiative outcome goal is to increase access to primary care at Camino Health Center. The strategies to increase access focus on enhancing revenue streams for the clinic, enhancing and implementing information technology systems, strengthening provider teams to provide high quality and efficient care, and improving efficiencies of workflow by using performance improvement methodologies.

**Key Community Partner(s):**

- Camino Health Center Management Team
- Mission Hospital
- Community Benefit Committee Liaison and Camino Board of Directors representative

**Target Population:** Federally designated underserved communities in the cities of San Clemente, Dana Point, and San Juan Capistrano

**Goal:** Increase access to Primary Care

**How will we measure success?**

Increase the number of unduplicated medical patients from the cities of San Clemente, Dana Point, and San Juan Capistrano.

**Strategy 1:** Enhance Revenue

**Strategy Measure 1:** Net revenue for Primary Care (includes total dept revenue for Camino’s Medical Clinic, Mobile Medical Unit, and Diabetes Van)

**Strategy 2:** Enhance Information Technology (IT) Systems

**Strategy Measure 2:** Number of components that are implemented

**Strategy 3:** Strengthen Provider Team

**Strategy Measure 3:** Provider vacancy rate as of June 30, 2010

**Strategy 4:** Improve Work Flow Efficiencies and Clinical Quality

**Strategy Measure 4:** Number of improvements implemented and sustained

**FY 10 Accomplishments:**

In FY10, Camino Health Center conducted a total of 108,840 visits and served 3,557 unduplicated patients from the cities of San Clemente, Dana Point, and San Juan Capistrano. The number of unduplicated patients from these three cities represents an 8% increase over the number of patients served in FY09. Primary medical care was delivered by Camino’s medical provider team which was

operating at a full staffing level of 5.9 FTEs as of June 30, 2010. The health center's net patient revenue for FY10 was \$1,788,763 which is an increase of approximately \$33,500 from the previous fiscal year.

In early 2010 Camino began the process of evaluating certified electronic health record (EHR) systems as part of strategy #2: enhance information technology (IT) systems. The selection process was facilitated by a professional consultant knowledgeable about community health clinics and was paid for by grant funding. The objective of the project was to identify an EHR system that will meet Camino's needs as a Federally Qualified Health Center (FQHC) and allow the clinic to participate in the "Meaningful Use" incentive program available through the American Recovery and Reinvestment Act (ARRA) of 2009.

In line with the health system wide goal of providing Perfect Care and part of Camino's strategy #4: to improve work flow efficiencies and clinical quality, a 15.7% increase was achieved in the number of girls ages 9 – 19 who received their final vaccination against the Human Papilloma Virus (HPV) when compared to the FY09 outcomes.

## Depression

The Depression Initiative aim is to increase the number of persons 300% below the Federal Poverty Level (FPL) from south Orange County who engage in services for depression (services include counseling, support services & medication). The strategies focus on increasing early identification and intervention for individuals and families, increasing community awareness and acceptance of depression, increasing capacity to provide services, increasing availability of services and increasing cultural and linguistic appropriateness of providers.



### Key Community Partner(s):

- BBK Psychological Services
- Cal Optima
- Camino Health Center
- Caregiver Resource Center
- Capistrano Beach Calvary Church
- Children's Bureau
- Community Services Programs, Inc.
- Capistrano Unified School District Family Resource Center
- Human Options
- Help Me Grow
- Laguna Beach Community Clinic
- Mission Basilica
- Mission Hospital
- Mission Lutheran Church
- NAMI OC
- O.C. Health Care Agency
- St. Edwards Parish
- St. Timothy's
- San Clemente Collaborative
- San Clemente Presbyterian
- Shanti O.C.
- Toby's House
- WECARE
- Western Youth Services
- Private Mental Health Providers

**Target Population:** persons of all ages at or below 300% of the Federal Poverty Level living in South Orange County

**Goal:** Number of persons @ 300% or below FPL from SOC who engage in services for depression (services include counseling, support services & medication)

**How will we measure success:** Number of persons who attend 3 or more sessions/services

**Strategy 1:** Increase early identification and intervention for individuals and families

**Strategy Measure 1:** Number of Primary Care Practitioners that make referrals for depression

**Strategy 2:** Increase community awareness and acceptance of depression

**Strategy Measure 2:** Number of people seeking information or help

**Strategy 3:** Increase capacity to provide services

**Strategy Measure 3:** Number of providers serving targeted area

**Strategy 4:** Increase availability of services

**Strategy Measure 4:** Number of services in non-clinical settings

**Strategy 5:** Increase cultural/linguistic appropriateness

**Strategy Measure 5:** # of service providers who are bilingual/bicultural

#### **FY 10 Accomplishments:**

The South Orange County Depression Coalition saw 1,396 clients at or below 300% poverty level for depression services. The Coalition had a total of 118 providers during FY2010, 50 of which were fluent in English and Spanish. In February 2010, we partnered with Cal Optima to host their first CME dinner in South Orange County titled, "Depression in the Primary Practice Setting: Assessment and Treatment Updates." 20 physicians and 21 RNs, social workers and therapists attended the event with 93% reporting high or very high interest in the topic. 90% of those responding to the survey question reported that they would be making changes in their practice as a result of the presentation. Working toward efforts of Strategy I: increasing early identification and treatment of depression, the Coalition created the South Orange County Depression Resource Guide to help physicians direct targeted patients to local agencies and faith communities that offered low-cost programs.

In addition, Mission Hospital's Family Resource Centers looked to improve their clinical outcomes for clients presenting with depression. In the coming year, the team will focus on strategies around access to medication, engaging clients in treatment for depression and identifying new procedures to provide quicker access to treatment.



## Childhood Obesity

**The Childhood Obesity Program** was created to fight the epidemic of childhood obesity in underserved children 3-11 years old in south Orange County through three strategies:

- **Families Strategy:** Educate families and children about healthy food options, portion control, and physical activity.
- **Schools Strategy:** Engage schools in creating changes that increase new or expanded school-based program/policies addressing student obesity
- **Environmental Strategy:** Create environmental changes in local communities that will increase access to healthy foods and built physical activity opportunities.



- **Key Community Partner(s):**
  - American Heart Association
  - Beach Cities YMCA
  - Boys and Girls Club of Capistrano valley
  - Boys and Girls Club of South Coast Area
  - Boys and Girls Club of Laguna Beach
  - Cal-Optima
  - Camino Health Center
  - Capistrano Unified School District
  - CHOC at Mission
  - City of San Clemente
  - Dairy Council of CA
  - Ecology Center
  - Great Opportunities
  - Help Me Grow-OC
  - Laguna Beach Unified School District
  - Nutrition and Physical Activity Council of Orange County (NuPAC)
  - OC Health Care Agency
  - Saddleback Memorial Hospital
  - Saddleback Valley Unified School District
  - Western Youth Services

**Target Population:** Underserved children 3-11 years old and their families

**Goal:** Reduce the prevalence of obesity in underserved children 3-11 years old.

### **How will we measure success?:**

Decrease percentage of underserved children 3 – 11 years old with Body Mass Index  $\geq$  85<sup>th</sup> percentile

**Strategy 1:** Increase regular practice by families around healthy foods and physical activities

**Strategy Measure 1:** Number of families making positive changes in physical activities and/or eating behaviors, based on self-report

**Strategy 2:** Increase number of new or expanded school-based program/policies addressing student obesity

**Strategy Measure 2:** Number of new or expanded school-based nutrition and/or physical activity programs/policies

**Strategy 3:** Increase accessible built-community options for healthy foods and physical activities

**Strategy Measure 3:**

- a. Number of new, culturally appropriate, affordable food options within walking distance of low-income neighborhoods
- b. Number of accessible, new or expanded, community-based physical activity options

### **FY 10 Accomplishments:**

In FY10 the South Orange County Childhood Obesity Coalition helped to reduce by 6% the number of children ages 3-11 with body mass index greater or equal to the 85<sup>th</sup> percentile (original baseline 39%). While this is a small change, we are encouraged that we are seeing change and believe the skills learned will help to create healthy behaviors over a lifetime.

Close to 400 adults and children participated in nutrition education series throughout the year. 100% of families who reported participating in these classes made positive changes in physical activities and/or eating behaviors. In Strategy II focusing on school programs, a total of 28 new programs were started or expanded to promote school-based nutrition and/or physical activity. Healthy For Life, a SJHS-wide effort in conjunction with the American Academy of Pediatrics was implemented at 14 schools in the Mission Hospital Service Area to increase the level of physical activity of school aged children and identify areas of improvement for each school using the School Health Index.

The community-based “Play More. Eat Better”, social marketing campaign continued its efforts in FY10. A total of 12 block parties were held with over 2,353 attendees. The children played games, had their BMI’s measured, attended cooking demos and registered for further nutrition education classes. A new component to this program added an additional dimension with neighborhood centered walking groups and healthy cooking events. Overall, this program demonstrated a 7% decrease in BMI rates for the children who returned to multiple events.

A new partnership between the Ecology Center, the Boys & Girls Club of San Juan Capistrano and Mission Hospital created the Gardens For Life after-school program to encourage physical activity through gardening and nutrition education. Youth have the opportunity to grow their own produce and celebrate with a family meal highlighting the crops harvested. Of the children considered overweight when this 10-week program initiated, 50% of these kids lowered their BMI to a healthy weight. Community aerobics classes continued to expand into four south county cities for moms and children with over 10,773 attendees throughout the year.

## Affordable Homes

The Affordable Homes outcome goal is to increase affordable homes in south Orange County, with a special focus on the cities of San Clemente, Dana Point, San Juan Capistrano and Mission Viejo. The strategies used focus on increasing the number of public or private policies that support affordable homes, increasing broad based community advocacy groups/organizations that identify and act on affordable homes as a priority, and collaborating to create new affordable homes.



### Key Community Partner(s):

- Affordable Housing Clearing House
- City of Dana Point
- City of Mission Viejo
- City of San Clemente
- City of San Juan Capistrano
- CREER Cominidad y Familia
- Dayle McIntosh Center
- Family Assistance Ministries
- Habitat for Humanity of OC
- Hanover Pacific
- Kennedy Commission
- Mary Erickson Housing
- MDM Associates
- Mission Hospital
- Mission Hospital Community Benefit Committee
- Mission Hospital Foundation
- Neighborhood Housing Services of OC
- Our Lady of Fatima Catholic Church
- Saddleback Memorial Medical Center
- San Juan Capistrano Housing Advisory Board
- St. Joseph Health System
- Welcome Inn

**Target Population:** *persons with low-moderate income levels living in the cities of Mission Viejo, San Juan Capistrano, Dana Point and San Clemente*

**Goal:** *Increase affordable homes in south Orange County*

**How will we measure success:** Number of new homes approved for households with low-moderate income levels.

**Strategy 1:** Increase number of public policies that support affordable homes

**Strategy Measure 1:** Number of polices passed and active

**Strategy 2:** Increase broad-based community advocacy groups/organizations that identify and act on affordable homes as a priority

**Strategy Measure 2:** Number of groups/ organizations that identify and act on housing initiatives

**Strategy 3:** Collaborate to create new affordable homes

**Strategy Measure 3:** Number of initiatives, weighted by phase

### **FY 10 Accomplishments:**

In FY10 the South Orange County Alliance for Housing Our Communities (SOCAHOC), had 205 encounters with organizations and with 301 individuals. A total of 115 unduplicated organizations were engaged and acted on housing initiatives. SOCAHOC invited and recruited new members: Affordable Housing Clearing House, Mary Erickson Community Housing, Family Assistance Ministries, Orange County Business Council, and Dana Point South Shores Church. Its membership has 22 active members. SOCAHOC held meetings with external organizations/coalitions including San Juan Capistrano Housing Advisory, Orange County Business Council Workforce Housing, Dana Point South Shores Church, City Manager of Dana Point, and the Legislative Alliance of Southern Orange County. Local Housing and Economic Development Coordinators praised the professional relationships and learning opportunities developed during SOCAHOC meetings.

The City of San Juan Capistrano hosted the 2<sup>nd</sup> SOCAHOC Community Dialogue: *“Understanding City Requirements and Responsibilities to Develop Affordable Homes: Opportunities for Innovation and Community Building”* at the San Juan Capistrano Community Center. Approximately 100 individuals from 55 organizations attended the event which highlighted the need of affordable homes developments in response to economic, environmental, transportation and social demands. Speakers Included: Mayor Mark Nielsen, City of San Juan Capistrano, Phyllis Alzamora, Executive Director of the Urban Land Institute, Laura Archuleta, Executive Director of Jamboree Housing, Dr. Victoria Basolo, Associate Professor of the Department of Planning, Policy and Design at UC Irvine, David Barquist, AP Senior Associate of RBF Consulting, and Michelle Hart, Director of External Affairs of the Orange County Business Council. SOCAHOC designed the 3<sup>rd</sup> Community Dialogue: *“Opportunities for Economic Development and Revitalization: Linking Housing, Land Use, and Transportation,”* to be held in FY11 in San Clemente. The event will be tailored to local elected official’s interests as a strategy to build stronger relationships. It provides information about current federal and state policies impacting housing development and the economy, and tools to support AH development.

SOCAHOC presented the Affordable Homes Strategic Plan and metrics to the seven members of the San Juan Capistrano Housing Advisory Board and two Housing staff members. Partners and organizations praised SOCAHOC dashboards as great tool to encourage better policy and best practices and to improve city accountability. Scores for SOCAHOC Policy Dashboard change from 54.25% (217/400 pts.) in 2009 to 56.75% (227/400 pts.) in 2010. Affordable Homes dashboard weighted score change from 24.3% (97.2/400 pts) to 44.5% (178/400 pts).

## Post Secondary Education

The Post-Secondary Education outcome goal will be to increase participation of youth in post-secondary education/training within three years of graduation with a focus on students in San Clemente, Dana Point and San Juan Capistrano. The strategies used focus on changing expectations about post-secondary education/ training careers with teachers, students, parents and the community; increasing exposure to careers, educational options and the process; and empowering students to take control of their futures.



### Key Community Partner(s):

- *Boys and Girls Club SJC*
- *California State University Fullerton - Irvine Campus*
- *Capo Valley High School*
- *Center for Educational Partnerships, UCI*
- *CREER Comunidad y Familia*
- *CUSD Adult and Community Education*
- *CUSD Capistrano-Laguna Beach High School, ROP*
- *CUSD SSA Bridges Project*
- *CUSD SSA Bridges Project*
- *Dana Hills High School*
- *J Serra High School*
- *Marco Forster Middle School*
- *Mission Hospital*
- *OCCCCO*
- *Orange County Human Relations*
- *ROP CVHS*
- *Saddleback College Division of Health Sciences and Human Services*
- *Saddleback College EOPS Program*
- *Saddleback Community College District*
- *Saddleback Memorial Medical Center*
- *San Clemente Collaborative Youth Committee*
- *San Clemente High School*
- *San Juan Hills High School*
- *SOC Community College District*
- *St. Margaret's Episcopal School*

**Target Population:** middle and high school students in the Capistrano Unified School District

**Goal:** Increase participation of Youth in post secondary education training within 3 years after graduation.

**How will we measure success?:** % of youth who start post-secondary education or training within 3 years after graduation.

**Strategy 1:** Change expectations about post-secondary education/training careers with teachers, students, parents and community

**Strategy Measure 1:** % of graduating youth who believe they can pursue education/ training/ career to realize their greatest potential.

**Strategy 2:** Increase exposure to careers, educational options, and process

**Strategy Measure 2:** # of total students and parents participating in career/ educational programs and events

**Strategy 3:** Empower students to take control of their futures

**Strategy Measure 3:** Students sense of control, measured through periodic survey

### **FY 10 Accomplishments:**

In FY10, The Capistrano Promoting Access to Higher Education (CPATHE) Collaborative developed a name and logo for the group, sponsored and hosted activities to increase its visibility and institutionalize its presence in south Orange County. Parent Focus Groups were implemented in San Juan Capistrano, San Clemente, and Dana Point. Findings have provided direction to CPATHE Parent Engagement efforts. Youth Focus Groups were implemented in Dana Hills High School, San Clemente and San Juan Capistrano. Information collected has guided the implementation of effective activities to empower youth to take control of their future and participate in post secondary education and training. These focus groups have provided CPATHE with critical insight and will help the collaborative develop a “college going” culture to raise awareness, change expectations, educate and mobilize youth, parents and the community.

CPATHE partnered with Capistrano Unified School District to implement parent training “10 Commandments of Education workshop” at Marblehead Elementary School and at the 4th Annual Parent Conference at Kinoshita Elementary. 58 parents and 15 organizations participated. PTA and Bilingual Community Liaison participated to become trainers at their own sites. CPATHE supported 5 meetings at Marco Forester and Dana Hills High Schools. 170 parents participated

A youth empowerment working group was established to provide a framework and recommendations to implement activities that demand youth involvement and empower them to take control of their future and participate in post secondary education and training. Working group created and implemented outreach and empowerment activities for youth including the first CPATHE Youth Conference. Youth from San Juan Capistrano and CREER attended these meetings, provided recommendations for the development of conference and logistical support.

In partnership with OCHR Bridges program, CPATHE implemented its first Youth Conference: Can’t Stop, Won’t Stop on April 17, 2010 at Saddleback College. 98 students from the target High School (Capo Valley, Dana Hills, San Juan Hills, San Clemente), parents and staff members from 14 organizations participated the day of the event. CPATHE partnered with Marco Forester Middle School and the UCI chapter of the Society of Mexican American Engineers and Scientists (MAES) to implement the 4<sup>th</sup> Annual Science Extravaganza for middle school students at UCI. 76 students and 6 parents participated at the event.

## Community Benefit Investment FY 2009 and FY 2010

Charity was high due to the purchase of a second campus in Laguna Beach and an increase in patients who qualified for the Tobacco Tax Program (\$22M FY10 Charges vs. \$13M FY 09 Charges). Community Services for vulnerable residents were high due to an increase in Camino Health Center losses (Unfavorable Salaries and Benefits due to an increase in Merit & Benefits prior to July 2009 and 3% merit adjustment in April). Unpaid Costs of State and Local Programs were high due to Laguna Beach campus purchase and Medi-Cal. Medi-Cal patients were higher than prior year. Community Services for the Broader Community were higher than prior year due mainly to additional programs & assessment of Laguna Beach. Unpaid Costs of Federal Program – Medicare was high due to Laguna Beach acquisition.

	FY 2009	FY 2010
<b>BENEFIT FOR LOW- INCOME PERSONS</b>		
Charity Care <sup>1</sup> (Financial Assistance) (at cost)	4,288,000	5,525,000
Community Services for low-income persons <sup>2</sup>	1,555,000	1,853,000
Unpaid costs of state and local programs	13,576,000	20,307,000
<b>A. TOTAL BENEFIT FOR LOW- INCOME PERSONS</b>	<b>19,419,000</b>	<b>27,685,000</b>

<b>BENEFITS FOR THE BROADER COMMUNITY</b>		
Community Services for the broader community	4,210,000	5,004,000
<b>B. TOTAL BENEFIT FOR THE BROADER COMMUNITY</b>	<b>4,210,000</b>	<b>5,004,000</b>

	FY 2009	FY 2010
<b>TOTAL COMMUNITY BENEFIT (A +B)</b>	<b>23,629,000</b>	<b>32,689,000</b>
<b>Percentage of total net patient revenue</b>	<b>6.1</b>	<b>7.0</b>
<b>Percentage of total operating expenses</b>	<b>6.6</b>	<b>7.7</b>

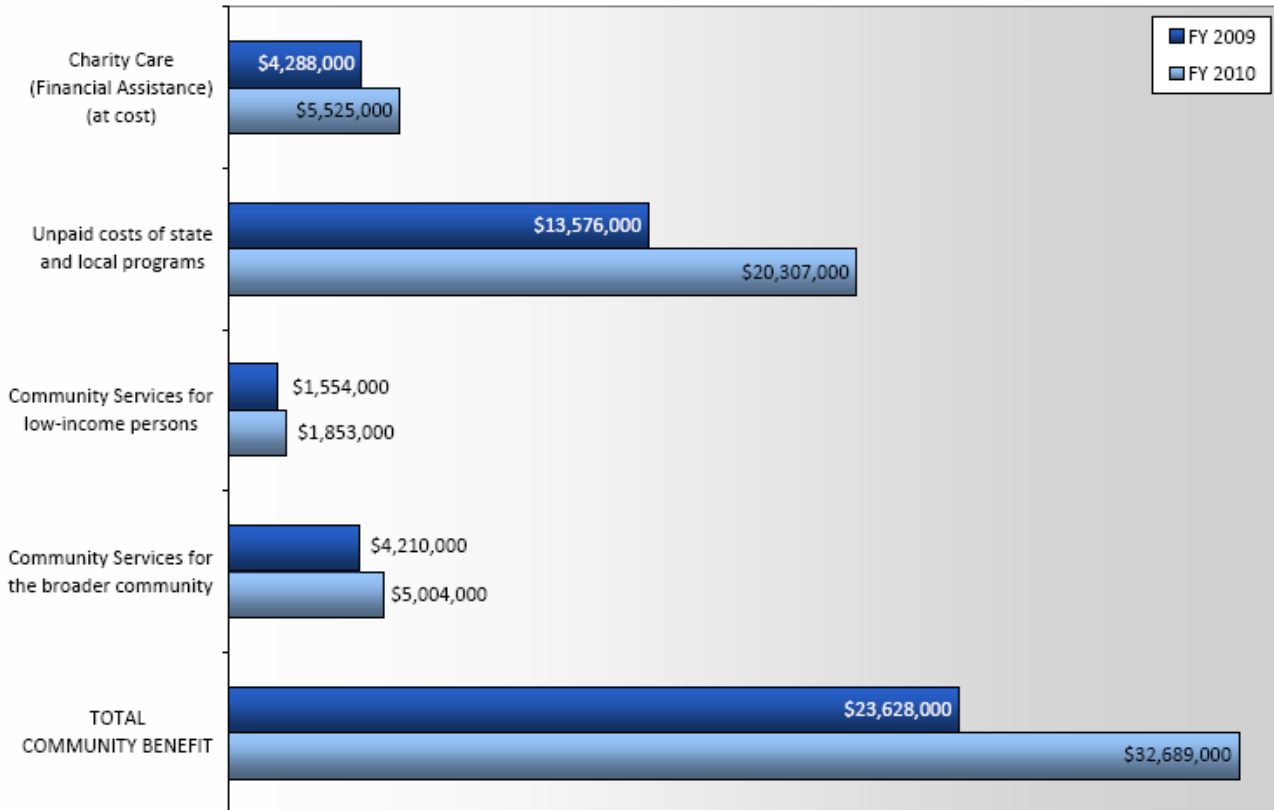
	FY 2009	FY 2010
<b>BENEFIT FOR THE BROADER COMMUNITY</b>		
<b>Unpaid cost of Medicare</b>	<b>29,433,000</b>	<b>32,972,000</b>

<sup>1</sup> Charity care provided for households at or below 500% of Federal Poverty Levels.

<sup>2</sup> SJHS Foundation (Care for the Poor) Funds included in Community Services for Low-Income Persons – FY 09 \$ 1,471,582

SJHS Foundation (Care for the Poor) Funds included in Community Services for Low-Income Persons – FY 10 \$ 1,744,910

Fiscal Year 2009 - 2010  
Community Benefit Investment  
Mission Hospital





**St. Joseph Health System**  
**500 S. Main St., Ste. 1000**  
**Orange, CA**  
**[stjhs.org](http://stjhs.org)**



St. Joseph Health System (SJHS) is an integrated healthcare delivery system providing a broad range of medical services. The system is organized into three regions--Northern California, Southern California, and West Texas/Eastern New Mexico - and consists of 14 acute care hospitals, as well as home health agencies, hospice care, outpatient services, skilled nursing facilities, community clinics, and physician organizations. The ministries that comprise SJHS offer a wide variety of services within each of the three regions. From well-established acute care hospitals to clinics in non-traditional settings like school rooms and shopping malls, SJHS is establishing a "continuum of care," that is, a system that links and coordinates an entire spectrum of health services.