



Mission Hospital
Fiscal Year 2017 COMMUNITY BENEFIT REPORT
PROGRESS ON FY15 - FY17 CB PLAN/IMPLEMENTATION STRATEGY REPORT

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

EXECUTIVE SUMMARY

Our Mission

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

Our Vision

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

Our Values

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

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 17th 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, Vision and Values and Strategic Direction

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

Strategic Direction

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

Community Benefit Investment

Mission Hospital invested \$56,693,272 in community benefit in FY 2017 (FY17). For FY17, St. Joseph Health, Mission Hospital had an unpaid cost of Medicare of \$31,505,163

Overview of Community Health Needs and Assets Assessment

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

The FY14 Community Health Needs Assessment employed a variety of methods to gather data to fully understand the significant health and quality of life needs facing the most vulnerable and ensure the priorities selected were aligned with the greatest needs: a Telephone Survey (Aug–Dec 2013), Key Stakeholder Panels (Fall 2013), and Resident Focus Groups (Jan 2014).

Community Plan Priorities/Implementation Strategies

- ***Increasing Access to Health Care:*** Highlights from FY17 include increasing the number of unduplicated persons served through Camino Health Center by 34.6% from 9,052 in FY14 to 12,191 in FY17, enrolling 3,037 new people into health insurance, implementing a Community Health Worker program that educated and empowered 5,752 individuals (encounters) on how to access health care services, and assisted 304 residents to link to services at our Family Resource Centers. We increased the number of specialty providers at Mission Hospital Community Benefit events from 8 providers in FY14 to 28 in FY17
- ***Improving Mental Health:*** The Bilingual Mental Health Counselors and supervised clinical interns at the Family Resource Centers served 369 adults and children with individual, couple and family therapy, support groups and workshops. 119 clients received psychiatric assessments and medication management. 23,047 Community residents were reached through our outreach and education efforts on the topic of mental health. 1,744 people made promises to talk about mental health through our Each Mind Matters Campaign, aimed at reducing the stigma surrounding mental health.
- ***Substance Use Prevention among Youth:*** The initiative supported school assemblies, community presentations, multi-family events, health fairs and workshops for 6,171 community members. Activities included school-wide prevention education presentations, parent and child facilitated relationship-building workshops, school mental health awareness events, and adolescent mindfulness classes.

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ORGANIZATIONAL COMMITMENT

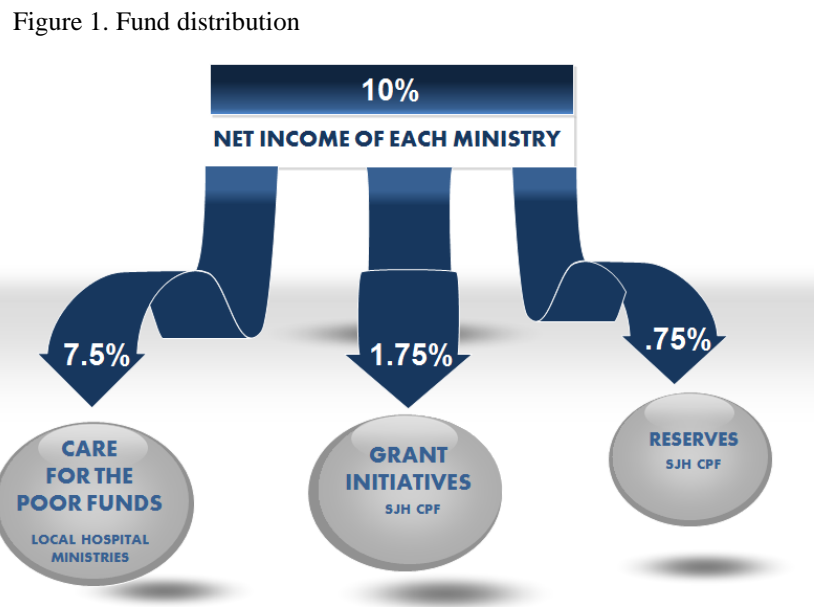
Community Benefit Governance Structure

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

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

Each year Mission Hospital allocates 10% of its net income (net unrealized gains and losses) to the St. Joseph Health Community Partnership Fund.

(See Figure 1). 7.5% of the contributions are used to support local hospital Care for the Poor programs. 1.75% is used to support SJH Community Partnership Fund grant initiatives. The remaining .75% is designated toward reserves, which helps ensure the Fund's ability to sustain



programs into the future that assist low-income and underserved populations.

Furthermore, Mission Hospital will endorse local non-profit organization partners to apply for funding through the St. Joseph Health Community Partnership Fund. Local non-profits that receive funding provide specific services and resources to meet the identified needs of underserved communities throughout St. Joseph Health hospitals' service areas.

Community Benefit Governance 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.

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

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

The Community Benefit Committee has a minimum of eight members including three members of the Board of Trustees. Current membership includes three members of the Board of Trustees and 5 community members. A majority of members have knowledge and experience with the populations most likely to have disproportionate unmet health needs. The Community Benefit Committee generally meets bi-monthly.

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 the ministry's values as well as regulatory standards. 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.
- Plans & implements the Health Needs Assessment process every three years.
- Collaborates with local agencies, residents and identified community partners to develop high functioning relationships to benefit the community.
- Engages of local government officials in strategic planning and advocacy on health-related issues on a city, county, or regional level.
- Coordinates with clinical departments to reduce inappropriate ER utilization.
- Advocates for CB to senior leadership and invests in programs to reduce health disparities.

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 FY17, our ministry provided \$11,387,477 free (charity care) and discounted care and 6,018 encounters.

For information on our Financial Assistance Program click [here](#).

<http://www.mission4health.com/Patients-Visitors/For-Patients/Patient-Financial-Assistance.aspx>

Medi-Cal (Medicaid)

Mission Hospital provides access to the uninsured and underinsured by participating in Medicaid, also known as Medi-Cal in California. In FY17, Mission Hospital ministry, provided \$36,604,071 in Medicaid shortfall.

COMMUNITY

Defining the Community

Mission Hospital provides south Orange County communities with access to advanced care and advanced caring through two convenient locations, Mission Viejo and Laguna Beach. (The Laguna Beach campus was purchased in July 2009). The hospital's service area extends from the junction of the 405 and 5 freeways in the north to Camp Pendleton in the south. Geographically, South County is bordered by the Pacific Ocean to the west, the Santa Ana Mountains to the north and east, and the marine base Camp Pendleton to the south. Our Primary Service Area includes the communities of Mission Viejo, Laguna Beach, Laguna Niguel, San Juan Capistrano, San Clemente, Rancho Santa Margarita, Lake Forest, Laguna Hills, Dana Point Ladera Ranch Trabuco Canyon, Capistrano Beach and Aliso Viejo. This includes a population of approximately 623,000 people, an increase of 4% from the prior assessment. Mission Hospital's Secondary Service area includes Laguna Woods, Irvine, Foothill Ranch and Silverado.

South Orange County is a relatively affluent community with a median household income of \$92,124 compared to the Orange County median household income of \$58,605 (US Census Quick Facts). The average household size is 2.70 compared to the Orange County-wide household size of 3.00. Demographically, the area is primarily Caucasian (78%), with the Hispanic population growing to 19.2%.

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

Many of the low-income residents in the area are largely Latino immigrants who are employed in low-wage/no benefit jobs at local resorts, as construction workers, janitors, landscapers, domestic workers, and in other service jobs that support south Orange County's economy. Almost one in three Latino residents live in a household in an income under 200% FPL. Unemployment or underemployment remains high for many of these residents. In addition, educational attainment remains a barrier for this population. Among Latinos in the area, 25.3% had less than a high school diploma. In San Juan Capistrano, south Orange County's entry-point for Latino immigrants, close to 50% of adults over age 25 have less than a high school diploma. (SOURCE: Camino Health Center Health Needs Assessment Report 2013)

For a complete copy of Mission Hospital's FY14 CHNA click here: www.mission4health.com

Hospital Total Service Area

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

- PSA: 70% of discharges (excluding normal newborns)
- SSA: 71%-85% of discharges (draw rates per ZIP code are considered and PSA/SSA are modified accordingly)
- Includes ZIP codes for continuity
- Natural boundaries are considered (i.e., freeways, mountain ranges, etc.)
- Cities are placed in PSA or SSA, but not both

The Primary Service Area (“PSA”) is the geographic area from which the majority of the Hospital’s patients originate. The Secondary Service Area (“SSA”) is where an additional population of the Hospital’s inpatients resides. The PSA is comprised of Laguna Niguel, Mission Viejo, San Juan Capistrano, Dana Point, Rancho Santa Margarita, San Clemente, Lake Forest, Laguna Beach, Ladera Ranch, Capistrano Beach, and Trabuco Canyon. The SSA is comprised of Aliso Viejo, Laguna Hills, Laguna Woods and Foothill Ranch.

Table 1. Cities and ZIP codes

Cities	ZIP codes
Primary Service Area	
Laguna Niguel	92677
Mission Viejo	92691/92692
San Juan Capistrano	92675
Dana Point	92629
Rancho Santa Margarita	92688
San Clemente	92672/92673
Lake Forest	92630
Laguna Beach	92651
Ladera Ranch	92694
Capistrano Beach	92624
Trabuco Canyon	92679
Secondary Service Area	
Aliso Viejo	92656
Laguna Hills	92653
Laguna Woods	92637
Foothill Ranch	92610

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



COMMUNITY HEALTH NEEDS AND ASSETS ASSESSMENT PROCESS AND RESULTS

Summary of Community Needs Assessment Process and Results

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

The **FY14 Community Health Needs Assessment** employed a variety of methods to gather data to fully understand the significant health and quality of life needs facing the most vulnerable

and ensure the priorities selected were aligned with the greatest needs: a Telephone Survey (Aug–Dec 2013), Key Stakeholder Panels (Fall 2013), and Resident Focus Groups (Jan 2014).

The Telephone Survey was conducted by Professional Research Consultants, Inc. (PRC) using questions from the national Behavioral Risk Factor Surveillance System to determine the health status and needs of residents. The telephone survey gathered a representative sample of 763 interviews across all five cities.

Stakeholder Panels were conducted by The Olin Group who used a semi-structured, six-question interview guide to facilitate discussion with 46 key informants representing 37 different organizations. There were a total of four panel discussions with the goal of identifying current and emerging community health and quality of life issues. In addition, feedback was gathered from Mission Hospital’s Laguna Beach Advisory Council, a council established by the Attorney General in 2009. This group was comprised of local residents and leaders who provided their perspectives on the greatest needs of the Laguna Beach community.

Resident Focus Groups included the participation of 209 residents across nine groups. Residents provided input on the top health and quality of life needs identified through the telephone survey and stakeholder panels. They validated early findings, identified any missing health and quality of life issues, prioritized and provided feedback on the top concerns. English forums had a total of 32 participants. Spanish forums included 177 participants.

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

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

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

Identification and Selection of Communities with Disproportionate Unmet Health Needs

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

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

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

DUHN Group and Key Community Needs and Assets Summary Table –

DUHN Population Group or Community ZIP code or block group	Community Needs	Community Assets
Lake Forest High and Higher Need Area	<ul style="list-style-type: none"> • Health disparities: Mental health (depression and anxiety) • Limited access to Dental Care • Limited access to Health Care (due to cost, lack of health insurance, transportation) • Limited care services for the elderly • Substance abuse (Alcohol, Prescription drugs, Illegal drugs, Tobacco) • Access to Affordable housing (families living in crowded homes) • Limited local programs for the poor • Limited public transportation services • Limited access to affordable healthy produce • Educational achievement gap for non-English learners • Lack of Spanish-speaking community based organization or community groups 	<ul style="list-style-type: none"> • Family Resource Center and other social service organizations • Women’s Infant & Children Clinic • Saddleback Church • PEACE Center Clinic • 2 major hospitals in close proximity • Strong network of faith based organizations • Well-ranked School District • Parks and open space

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DUHN Population Group or Community ZIP code or block group	Community Needs	Community Assets
<p style="text-align: center;">San Clemente High and Higher Need Area</p>	<ul style="list-style-type: none"> • Health disparities: <ul style="list-style-type: none"> ○ Heart disease ○ Mental health (anxiety, depression in youth and younger adults) ○ High prevalence of skin cancer in senior residents • Limited access to Dental Care • Limited access to Health Care (due to cost, lack of health insurance, transportation, lack of ongoing source of care) • Higher ER usage • Lack of community clinic with culturally competent staff • Limited care services for the elderly • Substance abuse (Alcohol, Prescription drugs, Illegal drugs, Tobacco, high percentage of current drinkers compared to national) • Higher rates of Childhood Obesity • Access to Affordable housing (overcrowded Housing) • Financial distress due to low paying jobs and high cost of living • Limited culturally-appropriate social services, nonprofit and community based organizations for non-English speakers • Limited public transportation services • Safety concerns • Language barriers • Low literacy in adult Immigrants 	<ul style="list-style-type: none"> • Community Resource Center • Camino Health Center • Local Hospital • Strong network of faith based organizations • Well-ranked School District • Beach access with many walking trails • Downtown, retail and business district • Bicycle lanes network • Community group: San Clemente Collaborative
<p style="text-align: center;">San Juan Capistrano High and Higher need Area residents</p>	<ul style="list-style-type: none"> • Health disparities <ul style="list-style-type: none"> ○ Asthma in adults ○ High blood pressure ○ High cholesterol ○ Mental Health, depression and stress ○ Skin Cancer • Limited access to Dental Care • Limited access to Health Care (due to cost, lack of health insurance, transportation, source of ongoing 	<ul style="list-style-type: none"> • Family Resource Center • Federally Qualified Health Center • Relative close proximity to hospital • Strong network of faith based organizations

*MISSION HOSPITAL
FY17 COMMUNITY BENEFIT REPORT*

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

PRIORITY COMMUNITY HEALTH NEEDS

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

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

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

Needs Beyond the Hospital’s Service Program

No hospital facility can address all of the health needs present in its community. We are committed to continue our Mission through community benefit program and by funding other non-profits through our *Care for the Program* managed by the St. Joseph Health, Mission Health.

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, resources to meet the identified needs of underserved communities through St. Joseph Health communities.

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

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

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

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

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

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

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

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

Overweight /obesity: We have focused on overweight/obesity for over 10 years, and recent results have demonstrated the rates of obesity, particularly childhood obesity are declining in our low-income areas. We will remain involved on a consultative basis with the many agencies that are directly focused on this issue and will continue to support them in their broad community efforts.

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

Senior / Aging – Related Issues: South Orange County has five senior centers in the area in addition to Age Well Senior Services, an agency wholly dedicated to the needs of seniors. We will continue to partner with Age Well and community centers around our identified priority areas.

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

COMMUNITY BENEFIT PLANNING PROCESS

Summary of Community Benefit Planning Process

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

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

Priority Ranking Process

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

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

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

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

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

Final Selection of Priority Areas

On March 11, 2014, the Mission Hospital Community Benefit Committee convened for final review of information and identification of priority areas for the FY15-17 Community Benefit Plan. Bruce Lockwood from PRC, Inc. presented essential data from the telephone survey which highlighted the gaps in the community. Christy Cornwall, Director of Community Benefit at Mission Hospital, then provided an overview of the key findings from the stakeholder panels, resident focus groups and the HNA Advisory Committee. The abbreviated list of health needs (identified through the HNA Advisory Committee voting process) was shared, followed by discussion about the selection process and data that was used to assist in their decision.

After discussing and advocating the issues, the committee was given the opportunity to vote on their top two health needs, with the understanding that the needs with the highest number of votes would be the focus for the coming Community Benefit Plan.

Based on this priority setting process, the identified areas of priority for Mission Hospital's FY15-17 CB Plan are as follows:

- *Access to Health Care*
- *Mental Health*
- *Substance Use*

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**FY15 – FY17 Community Benefit Plan/Implementation Strategies and Evaluation Plan
FY17 Accomplishments**

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

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

Outcome Measure	Baseline	FY17 Target	FY17 Result
1. Increase the percentage of people in the identified high need areas of South Orange County who are 18-64 years of age that have a specific source on ongoing care.	FY14 baseline ² : <ul style="list-style-type: none"> • 73.3% for insured or uninsured community at large • 66.8% for insured or uninsured community under 200% FPL 	80%	71.8% for community at large ³ 64.9% for communities under 200% FPL
2. Increase the number of unduplicated persons served through Camino Health Center.	FY14 Baseline ⁴ : 9,052 (does not include dental or newly established locations)	16% increase 10,105	34.6% Increase ⁴ 12,191

Strategy(ies)	Strategy Measure	Baseline	FY17 Target	FY17 Result
Continue health insurance enrollment efforts	Increase number of <u>new</u> people enrolled in Medi-Cal or Covered CA	2,629	2,500	3,037

² Baseline created from Mission Hospital’s 2014 Health Needs Assessment community telephone survey.

³ Results obtained from Mission Hospital’s 2016 Health Needs Assessment community telephone survey.

⁴ Baseline and results were obtained from Camino Health Center.

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Educate residents on appropriately accessing health care services	Decrease level 1 or 2 avoidable ER visits (no admits) by 15% for uninsured/underinsured (MSI, Medi-Cal, self-pays)	200.9 per 1,000 visits	170 per 1,000 visits	Decreased by 59.3% 81.5 per 1,000 visits (a 59.3% decrease from baseline)
Improve systems of care to reduce ER visits	Decrease frequent ER visits & admits (5 visits/rolling 3) by 15% for uninsured/underinsured (MSI, Medi-Cal, self-pays)	60.7 per 1,000 visits	51.6 per 1,000 visits	53.2 per 1000 visits for the year (a 12.4% decrease from the 2014 baseline).. 48.6 per 1000 for Q4
Remove client barriers to accessing primary care services	Decrease the percentage of people reporting difficulty obtaining healthcare services	34.1% of people under 200% FPL	No target established	35.7% of people under 200% FPL
Build a network of care providers that can meet the health care needs of residents	Increase number of specialty providers in SOC for vulnerable residents	8 providers	20 providers	28 providers

Key Community Partners: Access OC and the Illumination Foundation, Camino Health Center, Children’s Bureau, The Coalition Community Clinics of OC, Community Health Initiative of Orange County, Friendship Shelter, Grupo Comunitario de Salud Integral, the Raise Foundation, Latino Health Access, Local faith-based parishes, Mission Hospital Care Management & Emergency Room Departments, Mission Hospital Laguna Beach Behavioral Health Department, Second Harvest, and the South Orange County & CHEC Family Resource Centers.

FY17 Accomplishments: In FY17, our efforts led to 3,037 new enrollments and 1,437 renewals in Affordable Health Coverage (Covered California and Medi-Cal). Our Community Health Worker (CHW) program trained 7 members of the community to educate and empower difficult to reach and isolated residents to enroll in health insurance, and to access health and social services. CHW reached out to 5,752 individuals (encounters) and initiate linkage to services with 304 residents. We hosted 3 free Surgery Days in partnership Access OC and the Illumination Foundation to serve a total of 39 patients. Mission Hospital doctors

provided 26 free eye surgeries, 9 general surgeries, and 2 colonoscopies. Our nurse navigator had a total of 2,525 encounters by providing services to 1,614 underserved individuals at church visits, 88 at homes and Family Resource Center visits, 475 individuals at health screenings, flu clinics and health fairs, and 348 via phone. 174 participants attended our diabetes education series, and 154 participants attended our cancer screening at 2 events.

Our efforts to reduce Emergency Room (ER) visits included care management and social work support to our most vulnerable community residents in the ER six days per week. This has helped decrease avoidable visits in the ER by 59.3% from the 2014 baseline of 200.1 visits per 1,000 patients to 81.5 visits per 1,000 patients. Our Community Care Navigators had 1,080 encounters with 151 of our most vulnerable clients outside of the hospital walls to help them gain regular access to health care, social service support and address other identified needs. Prior to the initiation of the Navigator program, frequent clients to the ER made an average of 6.39 visits/3 months. Patients who have engaged with the Care Navigators since April 2016 have averaged only 3.33 visits to the Emergency Department since initiating services, a 48% reduction in frequency for patients working with the Care Navigators. The overall rate of repeat visits has remained relatively consistent from 46.0/1000 visits in early 2016 to 48.6/1000 visits between April to June 2017, still down from 60.7/1000 visits in 2014.

Success Stories:

- For the past three years, Ana Maria had a ganglion cyst on her left wrist that made lifting heavy objects like bags, her purse and her niece difficult. While working at a hotel as a housekeeper, she had pain while doing her daily tasks such as making beds, vacuuming and mopping. Because of her struggles and need for treatment, Ana Maria was selected to receive much-needed free, low-risk outpatient surgery during Mission Hospital's "Super Surgery Saturday" event in October 2016. Mission Hospital partnered with AccessOC, a nonprofit organization that connects the medically uninsured/underinsured who are in need of surgery with volunteer specialists who are willing to donate their expertise. To support their efforts, Mission Hospital offers up its facility, equipment and staff; and our surgeons generously donate their time free of charge to the patients. Ana Maria was one of 15 patients who received various medically necessary procedures such as hernia repair and gallbladder surgery. These procedures dramatically improved the patients' quality of life – in many cases, the patients had been unable to work or care for their families due to their medical conditions. For patients like Ana Maria, Super Surgery Saturday can mean a chance for patients to take charge of their health and get their lives back. Post-surgery, doctors said they hoped to alleviate three years of her suffering thanks to the removal of her cyst. "Heaven has a special place for everyone at Mission Hospital for helping me to get my surgery," she said.

- Jay ⁵is a 27 year old man who has been in the Mission Hospital Mission Viejo Emergency Department seven (7) times in three (3) months. He is motivated to be clean and sober because he has a young son and wants to improve the relationships with his family. Jay has struggled with depression, anxiety and drinking. He has a pending court case and understands that treatment and sobriety may help his case in court. The Community Care Navigator helped to facilitate his admission into the Mission Hospital Laguna Beach chemical dependency program. Since his participation initiated, he has stepped down to the outpatient Partial Hospitalization Program (PHP) and Mission Hospital provided subsidized safe housing in a sober living facility for a short term to help with his recovery. After completing the PHP, Jay will receive individual psychotherapy from the Care Navigator at a community location which is convenient for him.
- Nan was a 57 year old female who had come to the Mission Hospital Emergency Department eight (8) times over three (3) months. When the Community Care Navigator first met with Nan she had recently moved here and was still getting acquainted with her doctors and the local dialysis center. She did not know her assigned primary care physician and had not had a doctor's appointment since moving to the area. The Community Care Navigator was able to assist Nan in getting the contact information for her physician and scheduled an appointment. With the help of the Community Care Navigator, Nan's son was able to provide transportation so that she could attend regular dialysis and medical appointments. Sadly, due to her medical conditions, Nan passed away in June. Her son informed the Community Care Navigator that their work had been greatly appreciated and their efforts helped to connect her to medical services that made her passing dignified and more peaceful.

⁵ Names have been changed for confidentiality purposes.

Initiative (community need being addressed): Mental Health

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

Outcome Measure	Baseline ⁶	FY17 Target	FY17 Result
1. Decrease the percent of adults reporting three (3) or more days of poor mental health in the past month	<i>FY14 Baselines: High Need Areas = 18.7% Laguna Beach = 20.7%</i>	<i>Decrease by 5%: High Need Areas = 17.8% Laguna Beach = 19.67</i>	0% decrease Results remained at 18.7% for households under 200% FPL <i>Laguna Beach data unavailable</i>
2. Decrease the percent of adults reporting fair or poor mental health status	<i>FY14 baseline: High Need Areas = 10.3% Laguna = 13%</i>	<i>Decrease by 2%: High Need Areas = 10.1% Laguna Beach = 12.8%</i>	Achieved a 6.4% decrease for households under 200% FPL <i>Laguna Beach data unavailable</i>

Strategy(ies)	Strategy Measure	Baseline	FY17 Target	FY17 Result
Reduce the stigma around mental health (& substance abuse)	Number of unique individuals reached	0	<i>1,200 promises via Each Mind Matters campaign</i>	<i>Promises = 1,744</i>
Reduce barriers to accessing behavioral health services	Increase number of new unique clients receiving behavioral health services by 10% annually	FRCs: 280 Camino: 78	<i>FRC = 308 Camino = 94</i>	<i>369 unique clients received services through the FRC</i>

⁶ Baseline created from Mission Hospital's 2014 Health Needs Assessment community telephone survey.

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Coordinate and integrate providers along the continuum of care for behavioral health services to increase access to quality services	Increase number of referrals by 20% annually to the FRC or Camino from baseline	0	28% increase (28 people since baseline)	122% increase (30 clients were referred from the Mission Hospital Emergency Department to the FRCs and 11 to Camino Health Center. The FRCs received 81 referrals from Camino.)
Increase the availability of mental health providers	Increase number of mental health provider hours serving vulnerable clients by 10% annually	4,160 hours (100% provided by interns at baseline)	4,992 hours	5,600 hours provided (5,600 by interns; 400 hours by psychiatrist)

Key Community Partners: Access OC, Camino Health Center, CHEC Family Resource Center, Children’s Bureau, The Coalition Community Clinics of OC, Friendship Shelter, Human Options, Illumination Foundation, local faith-based parishes, Mission Hospital Care Management & Emergency Departments, Mission Hospital Laguna Beach Behavioral Health Department, , OCAPICA, Orange County Mental Health Department, Public Law Center, Second Harvest Food Bank, South County Outreach, The Raise Foundation, Grupo Comunitario de Salud Integral, Western Youth Services,

FY17 Accomplishments:

Each Mind Matters is a statewide mental health stigma reduction campaign activated locally by Mission Hospital. Our Promise to Talk and promise to listen approach included outreach, close collaboration with community partners, video public service announcements, bus advertising, engaging bilingual literature and social media. The campaign resulted in 45 warm hand-offs directly to mental health providers, 1,744 Promises to Talk about mental health, 7,937 encounters engaging community members to talk about mental health, and 17,035,959 impressions through social media hits, booths at community events and bus advertisement. Surveys showed that 60% of the target population experiences the community as generally caring and sympathetic.

Community Care Navigators offered intensive case management support and linkage to community resources for 151 of our most vulnerable patients who are frequent users of emergency services. They helped decrease avoidable visits in the Emergency Department (ED) from our initial 2014 baseline of 200.1 visits per 1,000 patients to 81.5 visits per 1,000 patients. Prior to the initiation of the Care Navigator program, frequent visitors to the ED made an average of 6.39 visits/3 months. Patients who have engaged with the Care Navigators have averaged only 3.33 visits to the Emergency Department. The overall rate of repeat visits has declined from 60.7/1000 at our 2014 baseline, to 48.6/1000 visits between April and June 2017.

The FRCs were able to increase the number of clients seen for mental health services to 369 by increasing staffing and recruiting and supporting 12 volunteer intern therapists and social workers. 119 clients received psychiatric evaluations and medication management at the FRCs. A Family Advocate was hired to begin offering case management and linkage to resources; 25 clients received 70 direct case management encounters and an additional 196 brief interactions offering resources and support to the community.

- Jasmin walked into SOC FRC and was served by our Family Advocate (case manager). J had suffered a shoulder injury and was not able to work full time due to the pain. Jasmin was given help with her rent through our Emergency Assistance Program. The Family Advocate also linked her with Family Assistance Ministries for help pay her utility bills, and linked her daughter to OCAPICA to help her find her first job. Jasmin plans to visit the next evening fresh food distribution at SOC and has requested therapy. Fortunately, Jasmin's recent surgery was successful, and she is looking forward to returning to full time employment soon. She is grateful for the support she received to maintain stable housing through her recovery.
- Michael, a young man of 24 years, had been using drugs and alcohol since the age of 12. He was depressed and had a previous suicide attempt. Michael came to the FRC seeking help for his recovery. The Family Advocate linked him to Mission Hospital Laguna Beach Partial Hospitalization Program for chemical dependency. So far, he has attended 12 consecutive sessions, even though he has to take the bus and ride his bicycle to get there. He now attends AA meetings and acquired a sponsor. Although his job was previously in jeopardy due to frequent absenteeism, he now attends work daily. Michael will continue to work with the Family Advocate after he completes the outpatient program, Michael plans to work with OCAPICA to secure better employment, and to join the men's support group.

Initiative (community need being addressed): Substance Use Prevention

Goal (anticipated impact): Reduce the use of alcohol and other drugs (including e-cigarettes) among 9th graders in the last 30 days.

Outcome Measure	Baseline ⁷	FY17 Target	FY17 Result ⁸
Decrease the percentage of 9th graders who report using alcohol or other drugs in the past 30 days by 10%	Baselines (2014): Laguna Beach High School (LBHS) = 22% Capistrano Valley High School (CVHS)= 26% San Clemente High School (SCHS) = 34%	3 year target LBHS = 20% CVHS = 23% SCHS = 31%	LBHS 21.05% CVHS 20.80% SCHS 20.77%

Strategies	Strategy Measure	Baseline	FY17 Target	FY17 Result
Increase awareness and identification of risks and protective factors associated with mental health and substance abuse	Educate 1000 community members on risks annually	0	1,000	7,100
Strengthen children/youth empowerment resiliency, self-confidence, and sense of well-being	Decrease % of 9 th graders reporting having sad or hopeless feelings	LBHS = 21% CVHS = 28% SCHS = 30%	10% reduction: LBHS = 19% CVHS = 25% SCHS = 27%	<p style="text-align: center;"><i>More than 10% reduction achieved in two schools</i></p> <p style="text-align: center;">CVHS = 23% SCHS = 25%</p> <p style="text-align: center;"><i>LBHS saw a 15% increase from baseline (24% report sad or hopeless feelings)</i></p>

⁷ Baselines are excerpts from the 2014 California Healthy Kids Survey (CHKS) administered in public schools throughout California.

⁸ Results are based on the most recent CHKS administered in 2015/16. The next CHKS will be administered in 2017/18.

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Increase positive school environment of 7 th graders	Increase % of 7 th graders who rate high in school connectedness (caring relationships in school)	CUSD = 57% LBUSD = 67%	10% increase: CUSD = 63% LBUSD = 74%	More than 10% increase achieved CUSD = 64% LBUSD = 77%
Increase family engagement in child development	Increase % of 9 th graders who rate high on having a caring relationship with adults (at home)	Baselines Unavailable	This question did not appear in the California Healthy Kids Survey administered after 2013/2014 which provided the baseline data	

Key Community Partners: *Boys & Girls Club Laguna Beach, California Youth Services, City of Laguna Beach, City of San Clemente, City of San Juan Capistrano, CSP, Inc., Laguna Beach Unified School District (LBUSD), Laguna Beach High School, Laguna Beach Presbyterian Church, Laguna Beach Coffee Break, Laguna Beach Community Foundation, Laguna Beach Independent, Laguna Beach Interfaith Council, Orange County Health Care Agency, The Church of Jesus Christ of Latter Day Saints Laguna Beach, MADD, Western Youth Services, Friendship Shelter, NCADD Orange County, Stu News, Shorecliffs Middle School, Bernice Ayer Middle School, Thurston Middle School, Vista Middle School, Marco Forster Middle School, San Clemente High School Wellness and Prevention Center.*

FY17 Accomplishments:

During this three year strategic plan, significant progress was made toward the overall goal to reduce the use of alcohol and other drugs by 10%. Capistrano Valley High School saw a 19% reduction and San Clemente High School saw a 38% reduction – exceeding the goals of this initiative. In Laguna Beach there was a 5% reduction in the use of alcohol and other drugs. Our efforts to help reduce substance use in school aged youth have been focused primarily on building protective factors and improving resiliency in young people. In FY 2017 we launched a parent and child educational series in Laguna Beach, San Clemente and San Juan Capistrano – our high need areas, with 441 encounters. These workshops built parent children connectedness while families learned about topics such as stress reduction, digital safety and peer relationships. Our efforts also led to 275 encounters with adolescents participating in an evidence-based mindfulness program, improving their ability to cope with stress and anxiety and thus build resiliency.

We worked strategically with targeted schools to provide prevention education to students, offering classroom psychoeducation and student assemblies, and delivered electronic communication to parents and school staff. Our efforts led to 3,824 students

receiving prevention education during the school day. Additionally, we were successful in our advocacy efforts to prevent marijuana dispensaries in the city of Laguna Beach, limiting youth exposure to advertisements and other industry tactics that reduce the youth's perception of harm from using marijuana.

Through our community partnership with the Boys & Girls Club, there were 265 encounters with youth in lunch-time prevention activities on the campus of Thurston Middle School in Laguna Beach.

Through collaboration with the Wellness and Prevention Center, we supported efforts aimed at early intervention by providing mental health services to students throughout the school year in three middle schools located in San Clemente, one of the high need communities.

Our collaboration with the NCADD, OC enabled a health educator to provide substance use prevention education to middle school students in San Clemente incorporating peer-to-peer education.

We found it difficult to overcome barriers to provide substance use screening tools to young people in the community. However, there was greater interest in obtaining prevention education in the form of electronic communications, printed materials and an educational website that will be launched next year. Materials on the safe disposal of medications and a brochure entitled, "Raising Healthy Teens" that provides prevention education were well received by the community.

FY17 Other Community Benefit Program Accomplishments

Initiative (community need being addressed):	Program	Description	FY17 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 & education, parent/child classes, family advocacy, information & resource services, Personal Empowerment Programs, financial counseling, education assistance and limited emergency assistance.</p> <p>Emergency Assistance Program</p>	<p>34,392 encounters occurred at Mission Hospital's two Family Resource Centers.</p> <p>In FY17, the South Orange County Family Resource Center completed the build of a new 20,000 square foot building that houses both the FRC and the 3rd location for Camino Health Center.</p> <p>The South Orange County Family Resource Center welcomed community members to the new, larger location by hosting a Grand Opening Event that attracted over 400 guests to meet the team, tour the center, access information and resources, as well as participate in a survey to assess the community's programming and service needs for the new location.</p> <p>The new, larger South Orange County Family Resource Center location also allowed the team to begin increasing its capacity to serve the community during the second half of FY 17 after they officially opened their doors on January 2, 2017. The team was able to increase the number of clients served by 31.77%, from 1,240 between July and December 2016 to 1,634 between January and June 2017. In addition, the team was able to increase the number of encounters with clients by 15.55%, from 11,684 between July and December 2016 to 13,501 between January and June 2017.</p> <p>154 families received financial assistance to help maintain stable housing following a medical crisis, job loss, or other family emergency.</p>

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Initiative (community need being addressed):	Program	Description	FY17 Accomplishments
Senior/Aging-Related Issues	Senior Transportation	<p>Non-emergency transportation service for seniors over 60 years of age residing in South Orange County who are receiving services at Mission Hospital Campuses in Mission Viejo and Laguna Beach.</p> <p>Transportation service is intended for medical appointments including outpatient therapy, testing and x-rays, pharmacy, health classes, rehabilitation and support groups.</p>	<p>Program was expanded to provide services to low income individuals 59 years old and younger, and included the 3 Federally Qualified Health Center locations in South Orange County and 2 Family Resource Centers.</p> <p>The entire transportation program provided transportation to 225 unduplicated individuals, accounting for more than 4,040 encounters.</p>
Access to Health Care	Camino Health Center	<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</p>	<p>Camino grew its staffing from 80 to 94 staff/contractors, an increase of 17.5%, to better meet the community need for access to affordable, quality, health care services.</p> <p>Camino's patient base increased from 13,309 in CY15 to 14,468 in CY16, an increase of 9%. This represents a penetration rate of 15% into the low income community in south Orange County.</p> <p>A pediatrician was hired to better serve infant and adolescent patients.</p> <p>Three new specialty care services were also added in FY17 to the health center's scope of services: nephrology, neurology, and pulmonology.</p> <p>Completed the buildout of the new 10,000 square foot health center location in Lake</p>

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Initiative (community need being addressed):	Program	Description	FY17 Accomplishments
		Camino Health Center.	<p>Forest complete with 16 exam rooms, five dental operatories, and a WIC suite. This location also houses the FRC and creates wrap-around services for community members.</p> <p>All four services lines are now co-located at each of the health center's three locations.</p> <p>Collaboration and referral processes were developed between the medical clinic and the WIC program to promote both services lines.</p> <p>Nearly half of the infants enrolled in the WIC program (46.7%) were breastfed compared to the county average of 37.9% and the statewide average of 40.5%</p> <p>Recognized by, and received nearly \$145,000 in quality award dollars, by the federal government for displaying high levels of quality performance.</p> <p>Received over \$200,000 in combined charitable grants and City Development Block Grant funding.</p>
Support Services	Community Support Groups	At our Laguna Beach Campus, we provide in-kind meeting space to over 20 community-led support groups such as Alcoholics Anonymous, Al-Anon Family Groups, National Alliance for the Mentally Ill and the Depression & Bipolar Support Alliance.	<p>There are group meetings seven days a week at Mission Hospital Laguna Beach with groups ranging from 10 to 150 people each week.</p> <p>This in-kind contribution represents close to \$74,000 to support the community.</p>

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Initiative (community need being addressed):	Program	Description	FY17 Accomplishments																																	
Homeless	Orange County Recuperative Project (OCRCP)	The OCRCP is a regional project supported by Orange County hospitals to provide interim housing arrangements after a hospitalization.	<p>Homeless individuals receive rehabilitative care before returning to their normal living environment. On-site case management services provided to secure permanent housing.</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td>Total # clients Referred</td> <td style="text-align: center;">82</td> <td></td> </tr> <tr> <td>Total # clients admitted</td> <td style="text-align: center;">45</td> <td style="text-align: center;">55%</td> </tr> <tr> <td>Total # clients withdrawn</td> <td style="text-align: center;">33</td> <td style="text-align: center;">40%</td> </tr> <tr> <td>Total # clients denied</td> <td style="text-align: center;">4</td> <td style="text-align: center;">5%</td> </tr> <tr> <td>Moved to permanent or transitional housing</td> <td style="text-align: center;">11</td> <td style="text-align: center;">24%</td> </tr> <tr> <td>Moved to emergency shelter</td> <td style="text-align: center;">6</td> <td style="text-align: center;">13%</td> </tr> <tr> <td>Readmitted to hospital</td> <td style="text-align: center;">8</td> <td style="text-align: center;">18%</td> </tr> <tr> <td>Withdrew from program</td> <td style="text-align: center;">16</td> <td style="text-align: center;">36%</td> </tr> <tr> <td>Moved to other housing</td> <td style="text-align: center;">4</td> <td style="text-align: center;">9%</td> </tr> <tr> <td>Average length of stay</td> <td style="text-align: center;">10.6</td> <td></td> </tr> <tr> <td>Total bed nights</td> <td style="text-align: center;">480</td> <td></td> </tr> </table>	Total # clients Referred	82		Total # clients admitted	45	55%	Total # clients withdrawn	33	40%	Total # clients denied	4	5%	Moved to permanent or transitional housing	11	24%	Moved to emergency shelter	6	13%	Readmitted to hospital	8	18%	Withdrew from program	16	36%	Moved to other housing	4	9%	Average length of stay	10.6		Total bed nights	480	
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Education Economic Development Job Training	Project Mission	Project Mission is a nine-month internship program that prepares young adults with special needs to pursue independent lives and to develop professional skills.	<p>Four (4) interns completed the program in FY17. Seven (7) former interns are currently employed at Mission Hospital</p> <p>Strengthened interns' professional and interpersonal skills</p> <p>Increased interns self-esteem and confidence</p> <p>Aided students in gaining and retaining a position in the workforce</p>																																	
Substance Abuse	South County Safe Rides	A peer-run program overseen by adult supervisors. Students from numerous local high schools staff a toll-free hotline for teens to call when in need of a ride home due to alcohol, drugs or unsafe date	104 rides were provided to youth through our Mission Viejo and Laguna Beach campuses.																																	

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Initiative (community need being addressed):	Program	Description	FY17 Accomplishments
		situation.	
Educational Attainment	Nursing Adventure Camp	Mission Hospital Medical Career Summer Camp focuses on students who would be the first generation in their family to go to college and who are interested in the Science/Medical field. The main goal of the program is to expose students from underrepresented areas to professional jobs in healthcare and encourage them to pursue medical careers. They are mentored by a group of nurses that are known nationally for the protocols they have created related to patient care.	10 middle school students completed the program.
Access to Health Care	Flu Clinic	Complimentary flu and pneumonia vaccines are offered by our nurses in the local communities to assist persons with limited access to health care.	1,054 flu and pneumonia vaccines were provided through 15 community clinics during the 2016-17 flu season.

*MISSION HOSPITAL
FY17 COMMUNITY BENEFIT REPORT*

Initiative (community need being addressed):	Program	Description	FY17 Accomplishments
Access to Health Care	Trauma Prevention & Education	Prevention programs are offered throughout the year to help reduce accidental falls and events leading to traumatic injury.	Over 4,000 unique individuals were served representing more than 6,500 encounters over the course of FY17.

FY17 Community Benefit Investment

In FY17 St. Joseph Health, Mission Hospital invested a total of \$1,737,050 Care for the Poor dollars in FY17 in key community benefit programs.

FY17 COMMUNITY BENEFIT INVESTMENT
St. Joseph Health, Mission Hospital
(ending June 30, 2017)

CA Senate Bill (SB) 697 Categories	Community Benefit Program & Services ⁹	Net Benefit
Medical Care Services for Vulnerable¹⁰ Populations	Financial Assistance Program (FAP) (Traditional Charity Care-at cost)	\$11,387,477
	Unpaid cost of Medicaid ¹¹	\$36,604,071
	Unpaid cost of other means-tested government programs	n/a
Other benefits for Vulnerable Populations	Community Benefit Operations	n/a
	Community Health Improvements Services	\$2,131,999
	Cash and in-kind contributions for community benefit	\$3,656,249
	Community Building	\$53,629
	Subsidized Health Services	\$455,443
Total Community Benefit for the Vulnerable		\$6,297,320
Other benefits for the Broader Community	Community Benefit Operations	\$321,909
	Community Health Improvements Services	\$1,325,871
	Cash and in-kind contributions for community benefit	\$73,236
	Community Building	\$305,087
	Subsidized Health Services	n/a
Health Professions Education, Training and Health Research	Health Professions Education, Training & Health Research	\$378,301
	Total Community Benefit for the Broader Community	
TOTAL COMMUNITY BENEFIT (excluding Medicare)		\$56,693,272
Medical Care Services for the Broader Community	Unpaid cost to Medicare ¹² <i>(not included in CB total)</i>	\$31,505,163

⁹ Catholic Health Association-USA Community Benefit Content Categories, including Community Building.

¹⁰ CA SB697: "Vulnerable Populations" means any population that is exposed to medical or financial risk by virtue of being uninsured, underinsured, or eligible for Medicaid (referred to as Medi-Cal in California), Medicare, California Children's Services Program, or county indigent programs. For SJH, we exclude Medicare as part of Community Benefit total and only include it below the line for SB697 reporting purposes.

¹¹ 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.

¹² 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-Financial¹³ Summary of Accomplishments

Angel Program:

Every year, Mission Hospital coordinates the “adoption” of families during Back to School and the holiday season. This year, 95 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 2016 holiday season. 57 Hospital departments, representing over 1,000 staff members, participated in this program, purchasing clothing and supplies and donated gift cards for these families.

Supporting Food Needs During The Holidays:

Mission Hospital donated 500 turkeys to local pre-selected charities, including food pantries, local faith communities, and homeless service providers. On Thanksgiving Day, 547 hospital guests received a free Thanksgiving dinner to those visiting one of our patients.

Raising Awareness and Ending Stigma of Substance Use

In May 2017, Mission Hospital participated in a St. Joseph Hoag Health event in partnership with Shatterproof, a non-profit agency who is dedicated to ending the devastation addiction causes families. Their work involves reducing the stigma and secrecy associated with addiction, and removing the shame felt by those struggling with this disease and their families. Mission Hospital employees raised over \$3,500 to support the cause and had six team members who volunteered participate in their rappel challenge down a skyscraper in Newport Beach.

¹³ Non-financial summary of accomplishments are referred to in CA Senate Bill 697 as non-quantifiable benefits.