



*ST. JOSEPH HEALTH, MISSION HOSPITAL
FY18 - FY20 Community Benefit Plan/Implementation Strategy Report*

St. Joseph Health 
Mission Hospital
A member of the St. Joseph Hoag Health alliance

TABLE OF CONTENTS

EXECUTIVE SUMMARY	3
MISSION, VISION, AND VALUES	4
INTRODUCTION – WHO WE ARE AND WHY WE EXIST.....	5
ORGANIZATIONAL COMMITMENT.....	6
Community Benefit Governance and Management Structure	
PLANNING FOR THE UNINSURED AND UNDERINSURED	7
COMMUNITY	9
Definition of Community Served	
COMMUNITY NEEDS AND ASSETS ASSESSMENT PROCESS AND RESULTS	14
Summary of Community Needs, Assets, Assessment Process, and Results	
Identification and Selection of Significant Health Needs	
Community Health Needs Prioritized	
COMMUNITY BENEFIT PLAN	27
Summary of Community Benefit Planning Process	
Addressing the Needs of the Community: FY 18 – FY 20 Key Community Benefit Initiatives and Evaluation Plan	
Other Community Benefit Programs and Evaluation Plan	

EXECUTIVE SUMMARY

Mission Hospital has been meeting the health and quality of life needs of the local community for over 46 years since it was founded in 1971. A member of St. Joseph Health since 1994, the facility has 552 licensed beds. It serves the communities of Mission Viejo, Laguna Beach, Laguna Niguel, San Juan Capistrano, San Clemente, Rancho Santa Margarita, Lake Forest, Laguna Hills, Dana Point Ladera Ranch Trabuco Canyon, Capistrano Beach and Aliso Viejo. St. Joseph Health, Mission Hospital in Mission Viejo, the region's only designated trauma center offers 24-hour emergency care and specialized services for imaging, heart, stroke, maternity, and women's wellness needs. CHOC Children's at Mission Hospital in Mission Viejo is the only dedicated pediatric hospital in South Orange County. Mission Hospital Laguna Beach offers 24-hour emergency, intensive and medical-surgical care, as well as the South County's only behavioral health services, including hospital-based chemical and pain medication dependency treatment.

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

FY18-FY20 CB Plan Priorities/Implementation Strategies

In response to identified unmet needs in the 2016/17 community health needs assessment, Mission Hospital will focus on three initiatives for the broader and underserved members of our communities.

Mental Health We will work to improve the mental health of our most vulnerable residents through prevention and ensuring access to appropriate, affordable services as well as help to prevent substance use among youth.

Immigration Status Fear of arrest and deportation has grown considerably in 2017. As a result, many undocumented immigrants are afraid to access resources, including health services. We will be working in our communities to help all residents feel safe to access essential community resources.

Economic Stability Residents shared their challenges on finding jobs that pay a living wage, particularly in view of the cost of living in South Orange County and the stress of living in or near poverty. We will work on underlying issues that will support residents to improve their economic stability.

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

MISSION, VISION, AND VALUES

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 Hospital has been meeting the health and quality of life needs of the local community for over 46 years since it was founded in 1971. A member of St. Joseph Health since 1994, the facility has 552 licensed beds. It serves the communities of Mission Viejo, Laguna Beach, Laguna Niguel, San Juan Capistrano, San Clemente, Rancho Santa Margarita, Lake Forest, Laguna Hills, Dana Point Ladera Ranch Trabuco Canyon, Capistrano Beach and Aliso Viejo. St. Joseph Health, Mission Hospital in Mission Viejo, the region’s only designated trauma center offers 24-hour emergency care and specialized services for imaging, heart, stroke, maternity, and women’s wellness needs. CHOC Children’s at Mission Hospital in Mission Viejo is the only dedicated pediatric hospital in South Orange County. Mission Hospital Laguna Beach offers 24-hour emergency, intensive and medical-surgical care, as well as the South County’s only behavioral health services, including hospital-based chemical and pain medication dependency treatment.

ORGANIZATIONAL COMMITMENT

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

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

Each year St. Joseph Health, Mission Hospital allocates 10 percent of its net income (net realized gains and losses) to the St. Joseph Health Community Partnership Fund. 75 percent of these contributions are used to support local hospital Care for the Poor programs. 17.5 percent is used to support SJH Community Partnership Fund grant initiatives. The remaining 7.5 percent is designated toward reserves, which helps ensure the Fund's ability to sustain programs into the future that assist low-income and underserved populations.

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

Community Benefit Governance and Management Structure

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

A charter approved in 2007 establishes the formulation of the Mission Hospital Community Benefit Committee. The role of the Community Benefit Committee is to support the Board of Trustees in overseeing community benefit issues. The Committee acts in accordance with a Board-approved charter. The Community Benefit Committee is charged with governing policies and programs that address identified needs in the service area particularly for underserved populations, overseeing development and implementation of the Community Health Needs Assessment and Community Benefit Plan/Implementation Strategy Reports, and providing oversight to Community Benefit activities.

The Community Benefit Committee has a minimum of eight members including three members of the Board of Trustees. Current membership includes 3 members of the Board of Trustees and 8 community members. A majority of members have knowledge and experience with the populations most likely to have disproportionate unmet health needs. The Community Benefit Committee generally meets six (6) times per year.

Roles and Responsibilities

Senior Leadership

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

Community Benefit Committee (CBC)

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

Community Benefit (CB) Department

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

Local Community

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

PLANNING FOR THE UNINSURED AND UNDERINSURED

Patient Financial Assistance Program

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 we have a **Patient Financial Assistance Program**¹ that provides free or discounted services to eligible patients.

One way Mission Hospital informs the public of the Patient Financial Assistance Program is by posting notices. Notices are posted in high volume inpatient and outpatient service areas. Notices are also posted at locations where a patient may pay their bill. Notices include contact information on how a patient can obtain more information on financial assistance as well as where to apply for assistance. These notices are posted in English and Spanish and any other languages that are representative of 5% or greater of patients in the hospital's service area. All patients who demonstrate lack of financial coverage by third party insurers are offered an opportunity to complete the Patient Financial Assistance application and are offered information, assistance, and referral as appropriate to government-sponsored programs for which they may be eligible.

Medicaid and Other Local Means-Tested Government Programs

Mission Hospital provides access to the uninsured and underinsured by participating in Medicaid, also known as Medi-Cal in California, and other local means-tested government programs.

¹ Information about Mission Hospital's Financial Assistance Program is available <https://www.mission4health.com/patients-visitors/for-patients/patient-financial-assistance/>

COMMUNITY

Definition of Community Served

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

Community Profile

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

Service Area Demographic Overview

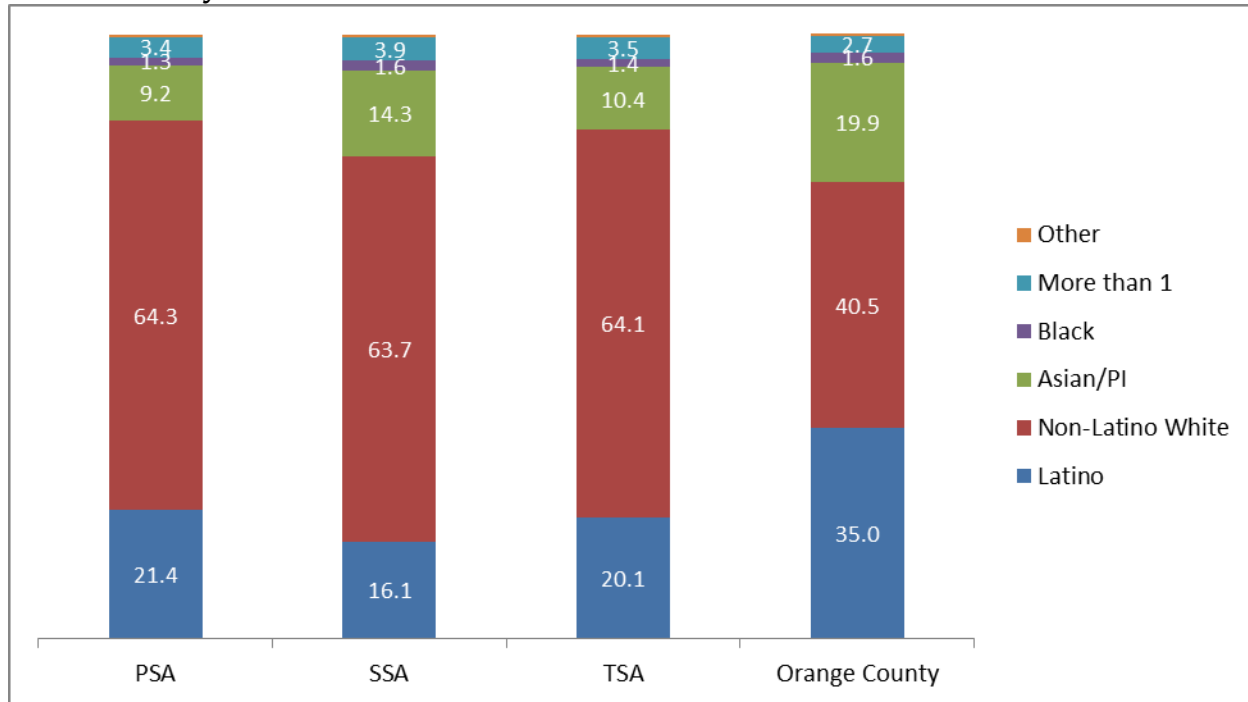
Indicator	PSA	SSA	TSA	Orange County	California
Total Population	463,855	145,411	609,266	3,172,848	38,986,171
Under Age 18	22.3%	21.4%	22.1%	22.9%	23.6%
Age 65+	15.1%	18.2%	15.9%	13.5%	13.2%
Speak only English at home	75.6%	74.3%	75.3%	54.4%	56.2%
Do not speak English "very well"	8.8%	8.0%	8.6%	19.1%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

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

SSA = Secondary Service Area – representing 71% to 85% of all discharges

TSA = Total Service Area – PSA and SSA combined

Race/Ethnicity (%)



Hospital Total Service Area

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

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

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

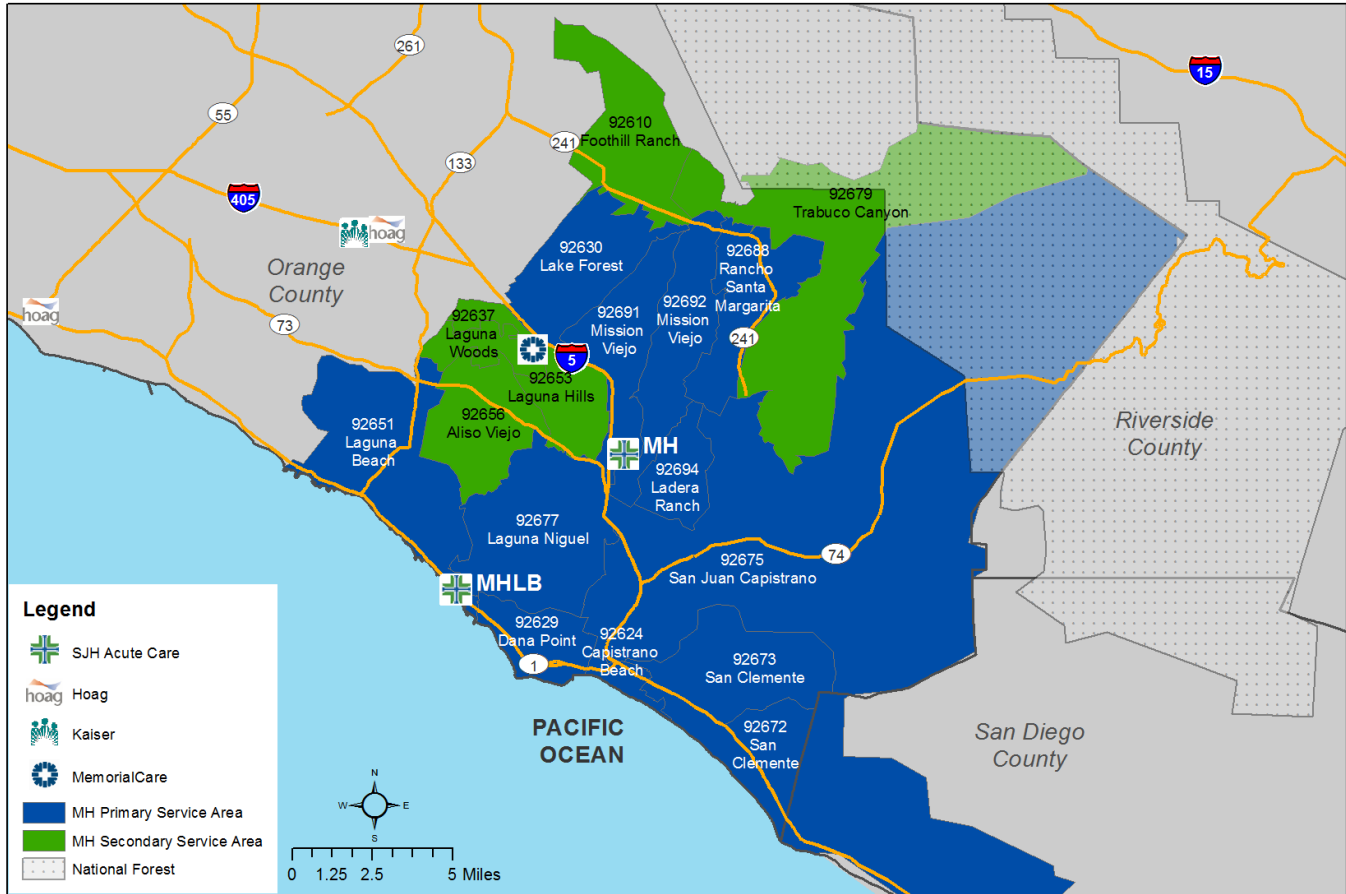
Table 1. Cities and ZIP codes

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

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

Figure 1. Mission Hospital Total Service Area

Mission Hospital (MH) Hospital Total Service Area



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

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

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

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

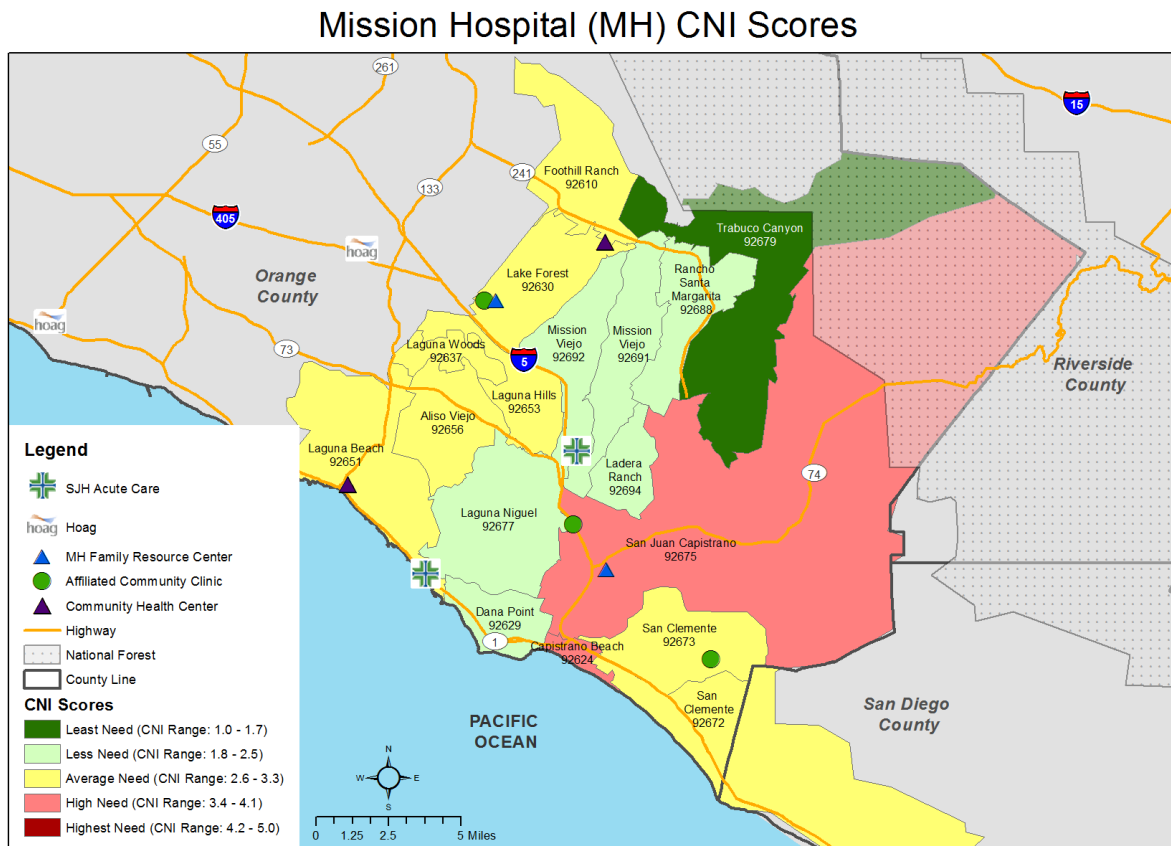
- Income Barriers (Elder poverty, child poverty and single parent poverty)
- Culture Barriers (non-Caucasian limited English);
- Educational Barriers (% population without HS diploma);
- Insurance Barriers (Insurance, unemployed and uninsured);

- Housing Barriers (Housing, renting percentage).

This objective measure is the combined effect of five socioeconomic barriers (income, culture, education, insurance and housing). A score of 1.0 indicates a zip code with the fewest socioeconomic barriers, while a score of 5.0 represents a zip code with the most socioeconomic barriers. Residents of communities with the highest CNI scores were shown to be twice as likely to experience preventable hospitalizations for manageable conditions such as ear infections, pneumonia or congestive heart failure compared to communities with the lowest CNI scores. (Ref ([Roth R, Barsi E., Health Prog. 2005 Jul-Aug; 86\(4\):32-8.](#)) The CNI is used to draw attention to areas that need additional investigation so that health policy and planning experts can more strategically allocate resources. For example, the ZIP code 92675 (San Juan Capistrano) on the CNI map scored 3.6, making it a High Need community.

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

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



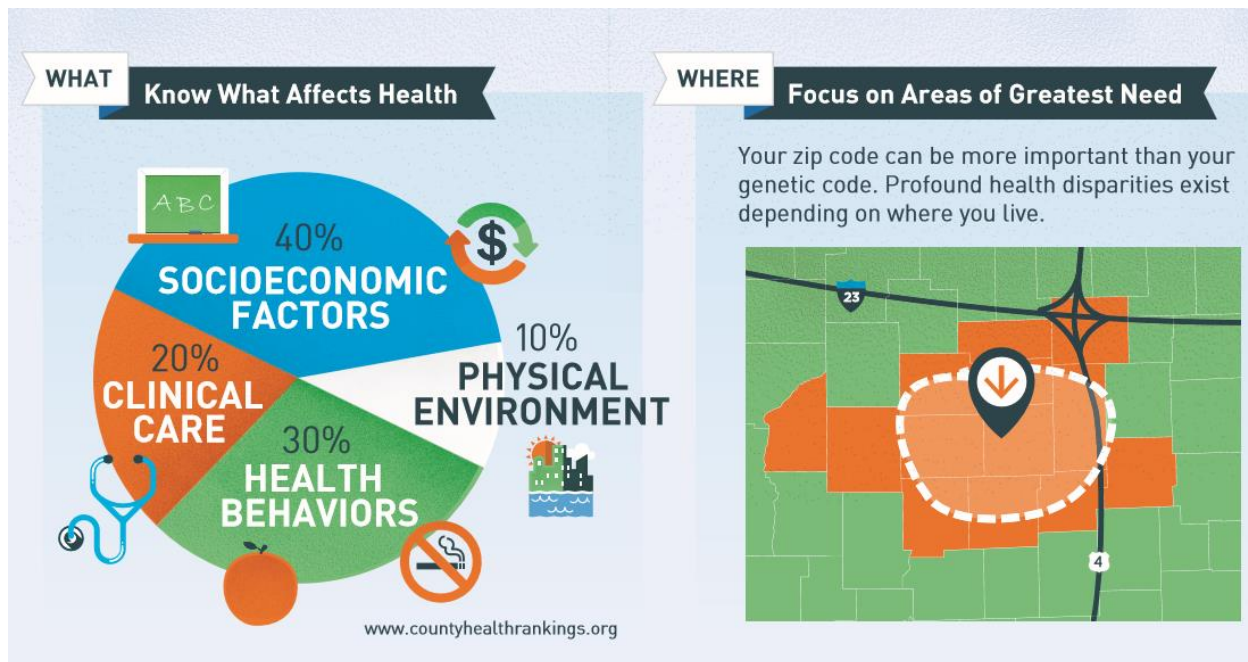
Sources: Dignity Health Community Need Index (cni.chw-interactive.org), 2015 (accessed March 2016); The Coalition of Orange County Community Health Centers (coccc.org) (accessed Sept. 2016). Prepared by the St. Joseph Health Strategic Services Department, April 2016.

COMMUNITY NEEDS AND ASSETS ASSESSMENT PROCESS AND RESULTS

Summary of Community Needs, Assets, Assessment Process and Results

The CHNA process was guided by the fundamental understanding that much of a person’s health is determined by the conditions in which they live. In gathering information on the communities served by the hospital, we looked not only at the health conditions of the population, but also at socioeconomic factors, the physical environment, health behaviors, and the availability of clinical care. This framework, depicted in the graphic below from County Health Rankings and Roadmaps, focuses attention on the social determinants of health to learn more about opportunities for intervention that will help people become and stay healthy within their community.

In addition, we recognized that where people live tells us a lot about their health and health needs, and that there can be pockets within counties and cities where the conditions for supporting health are substantially worse than nearby areas. To the extent possible, we gathered secondary and primary data at the zip code level to show the disparities in health and the social determinants of health that occur within the hospital service area.



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

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

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

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

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

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

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

Community Partners:

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

The Olin Group is a socially conscious consulting firm working across nonprofit, public, private, and philanthropic sectors to bring about community transformation. Based in Santa Ana, California, The Olin Group has 15 years of experience working on evaluation, planning, assessment, fundraising, communication, and other services for nonprofit organizations, and had previously supported the CHNA process of multiple hospitals in the St. Joseph Health system. The Olin Group served as the lead consultant in the CHNA process, coordinating the quantitative and qualitative data collection processes and assisting in the prioritization and selection of health needs.

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

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

Secondary Data/Publicly available data

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

service area. In addition, comparison data was gathered to show how the service area communities are faring compared to the county or state. Indicators were chosen if they were widely accepted as valid and appropriate measures and would readily communicate the health needs of the service area. Preference was given to data that was obtained in the last 5 years and was available at the zip code level. The data sources used are highly regarded as reliable sources of data (e.g., ESRI Business Analyst Online, US Census Bureau American FactFinder, and California Health Interview Survey). In total, 81 indicators were selected to describe the health needs in the hospital's service area.

Primary Data

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

Community Input

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

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

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

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

Identification and Selection of Significant Health Needs

Communities with Disproportionate Unmet Health Needs (DUHN) are communities defined by zip codes where there is a higher prevalence or severity for a particular health concern than the general population within Mission Hospital’s Service Area.

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

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

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

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

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

<i>Obesity</i>	<i>Low-income adults and children</i>	<i>Capistrano Beach, 92624 Lake Forest,92630 San Clemente, 92672 San Juan Capistrano, 92675</i>	<ul style="list-style-type: none"> • <i>Boys & Girls Club Chapters</i> • <i>Local Parks & Recreation Programs</i> • <i>YMCA Chapters</i>
<i>Substance Abuse</i>	<i>Adults and young adults</i>	<i>Capistrano Beach, 92624 Lake Forest,92630 San Clemente, 92672 San Juan Capistrano, 92675</i>	<ul style="list-style-type: none"> • <i>AA Meetings</i> • <i>Friendship Shelter</i> • <i>Mission Hospital</i> • <i>Western Youth Services</i>

Community Health Needs Prioritized

List of Priority Health Needs

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

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

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

- *Mental Health & Substance Use* – issues of stress, depression, anxiety, as well as more serious health conditions such as mental illness and Post-Traumatic Stress Disorder are included here, as well as substance use issues around prescription medications, alcohol,

marijuana and illegal substances. Mental Health & Substance Use was selected due to its prioritization as a top need, the clear importance the community placed on it, and its substantial impact on the health of many people in the service area.

- *Immigration Status* – supporting the most vulnerable south county residents who are connected to undocumented immigrants to reduce fear and anxiety, which affects health status. Immigration received special priority given the clear importance of this issue to the community. Mission Hospital wished to uphold the ministry’s emphasis on the poor and vulnerable, and felt a responsibility to compassionately support and advocate for this population, as they often cannot do so themselves.
- *Economic Insecurity* – because this is a root cause for several socioeconomic indicators, identifying methods to improve issues of poverty, employment or other economic concerns. Economic Insecurity is a priority to honor the opinions of many of the residents who attended the focus groups and forums and identified this as a key concern. In addition, by working on this root cause, the ministry could affect many other issues, while continuing to focus on the poor and vulnerable.

Needs Beyond the Hospital’s Service Program

No hospital facility can address all of the health needs present in its community. We are committed to continue our Mission through Community Benefit Programs and by funding other non-profits through our Care for the Poor program managed by the Mission Hospital

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

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

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

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

Diabetes: Camino Health Center is the primary medical provider for low-income residents and has identified this condition as one of their 16 areas of clinical focus. We will continue to work collaboratively with Camino to connect residents in need of medical services with their Center.

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

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

Housing Concerns: We have concentrated on Affordable Homes for many years in South Orange County. Residents share that housing costs remain unaffordable. With the recent changes in Redevelopment Funds and the lack of local resources and collaborative efforts needed to focus on this issue, the committee felt our ministry resources could be better utilized in the other areas identified. We will continue to work with agencies who provide housing assistance such as Illumination Foundation, Friendship Shelter, and Family Assistance Ministry.

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

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

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

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

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

COMMUNITY BENEFIT PLAN

Summary of Community Benefit Planning Process

Mission Hospital is currently working with consultant Health Management Associates (HMA) on the Community Benefit Implementation Plan and will be finalizing plans in November 2017. The process has the following components:

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

Addressing the Needs of the Community:

FY18 – FY20 Key Community Benefit Initiatives and Evaluation Plan

Initiative/Community Need being Addressed: Mental Health

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

Outcome Measure	Baseline	FY18 Target	FY20 Target
Decrease the percentage of adults who rate their mental health as “fair” or “poor” ²	19.1%	n/a	To be determined
Reduce the percent of 9 th graders who report using alcohol or	LBHS ³ 21.05% CVHS 20.80%	To be determined	To be determined

² Baseline data collected during Mission Hospital’s 2016/17 Health Needs Assessment via the random telephone survey conducted by PRC.

³ LBHS = Laguna Beach High School; CVHS = Capistrano Valley High School; SCHS = San Clemente High School

other drugs within the last 30 days	SCHS 20.77%		
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Strategy(ies)	Strategy Measure	FY17 Baseline	FY18 Target	FY20 Target
Engage community members in identifying ways to support one another, enhance their communities, and foster positive social-emotional development, conflict resolution and prosocial skills	To be determined at Fall 2017 Strategic Planning session			
Improve the quality of care provided at community settings for clients experiencing depression <i>(also a St. Joseph Hoag Health Regional Focus)</i>	# of Family Resource Center (FRC) clients who PHQ-9 above 10 points who improve their depression by one clinical level	44%	50%	60%
Reduce the stigma of mental health issues in South Orange County <i>(also a St. Joseph Hoag Health Regional Focus)</i>	# of promises made by community members through the Each Mind Matters campaign	1,744	1,800	2,000
Increase the knowledge and skills of community based providers in payer responsibilities and referral processes towards the treatment of mental health issues <i>(also a St. Joseph Hoag Health Regional Focus)</i>	# of providers educated about payer responsibilities and referral processes	0	50	200 (from baseline)
Collaborate with 1 or more high schools to provide mental health prevention resources & training for teachers, students and parents <i>(also a St. Joseph Hoag Health Regional Focus)</i>	# of schools who are partnered with to enhance mental health of students and parents	0	1	2
Substance Use				

Prevention				
Lower current rates of alcohol and other drug use by youth in local high schools	# of youth actively participating in social marketing campaign	0	To be determined	To be determined

Key Community Partners: *We look forward to partnering with agencies such as Camino Health Center, Capistrano Unified School District, Family Assistance Ministries (FAM), Laguna Beach School District, Mental Health Association of Orange County, Orange County Asian Pacific Islander Community Alliance (OCAPICA), Western Youth Services, and others to be determined.*

Resource Commitment: *funding, staff time and advocacy*

Initiative/Community Need Being Addressed: Immigration

Goal (anticipated impact): Mission Hospital will be focusing on establishing an outcome measure and strategy measures to address issues regarding immigration in strategic planning sessions during Fall 2017 to allow for community input and discussion. Our implementation plan will be updated once this process is complete.

Outcome Measure	Baseline	FY18 Target	FY20 Target

Strategy(ies)	Strategy Measure	FY17 Baseline	FY18 Target	FY20 Target
Provide Legal Supportive services on a wide range of issues	# of people receiving legal support			

Key Community Partners: *We look forward to partnering with organizations such as the Congregation of the Sisters of St. Joseph, Catholic Charities, Human Relations of Orange County, Public Law Center, Roman Catholic Diocese of Orange, and others to be determined.*

Resource Commitment: *funding, staff time and advocacy*

Initiative/Community Need being Addressed: Economic Stability

Goal (anticipated impact): Mission Hospital will be focusing on establishing an outcome measure and strategy measures to address issues regarding economic stability in strategic planning sessions during Fall 2017 to allow for community input and discussion. Our implementation plan will be updated once this process is complete.

Outcome Measure	FY17 Baseline	FY18 Target	FY20 Target

Strategy(ies)	Strategy Measure	FY17 Baseline	FY18 Target	FY20 Target
Create health equity by promoting economic stability through education	# of participants in educationally-focused programs at the Family Resource Center	0	100	200
Provide Legal Supportive services	# of people receiving legal support			

Key Community Partners: *We look forward to partnering with Saddleback College, Families and Children Together, Orange County, Public Law Center and others to be determined.*

Resource Commitment: *funding, staff time and advocacy*

Other Community Benefit Programs and Evaluation Plan

Initiative/Community Need Being Addressed:	Program Name	Description	Target Population (Low Income or Broader Community)
<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>Low-income adults and children</p>
<p>Access to Health Care</p>	<p>Camino Health Center</p>	<p>Camino is a fully licensed, community-based Federally Qualified Health Center (FQHC) providing affordable, quality primary medical, behavioral health, dental care and WIC nutrition services. The center accommodates over 102,000 visits annually at its three fixed clinic site locations in Lake Forest, San Clemente, and San Juan Capistrano. Mission Hospital is the sole corporate sponsor of Camino Health Center.</p>	<p>Low-income adults and children</p>
<p>Access to Health Care</p>	<p>Access to Health Care Initiative</p>	<p>The Access to Health Care Initiative covers a wide array of programs and services designed to help local residents</p>	<p>Low income adults</p>

ST. JOSEPH HEALTH, MISSION HOSPITAL
FY18 – FY20 Community Benefit Plan/ Implementation Strategy Report

		gain access to education, screenings and other services to improve their health and quality of life. This program includes a Community Care Navigator program that works with individuals who need ongoing support after a hospitalization.	
Access to Health Care Mental Health Substance Use Prevention	Community Benefit Grant Program	Our community grant program is designed to increase the capacity of services to local south county programs in order to better serve the vulnerable residents in South Orange County.	Low income adults and children

Appendix

Definition of Terms

Community Benefit: An initiative, program or activity that provides treatment or promotes health and healing as a response to identified community needs and meets at least one of the following community benefit objectives:

- a. Improves access to health services;
- b. Enhances public health;
- c. Advances increased general knowledge; and/or
- d. Relieves government burden to improve health.

Community benefit includes both services to the poor and broader community.

To be reported as a community benefit initiative or program, community need must be demonstrated. Community need can be demonstrated through the following:

- a. Community health needs assessment developed by the ministry or in partnership with other community organizations;
- b. Documentation that demonstrates community need and/or a request from a public agency or community group was the basis for initiating or continuing the activity or program; or
- c. The involvement of unrelated, collaborative tax-exempt or government organizations as partners in the community benefit initiative or program.

Health Equity: Healthy People 2020 defines *health equity* as the “attainment of the highest level of health for all people. Achieving health equity requires valuing everyone equally with focused and ongoing societal efforts to address avoidable inequalities, historical and contemporary injustices, and the elimination of health and health care disparities.”

Social Determinants of Health: Powerful, complex relationships exist between health and biology, genetics, and individual behavior, and between health and health services, socioeconomic status, the physical environment, discrimination, racism, literacy levels, and legislative policies. These factors, which influence an individual’s or population’s health, are known as *determinants of health*. *Social determinants of health* are conditions in the environment in which people are born, live, learn, work, play, worship, and age that affect a wide range of health, functioning, and quality-of-life outcomes and risks.

ST. JOSEPH HEALTH, MISSION HOSPITAL
FY18 – FY20 Community Benefit Plan/ Implementation Strategy Report

Initiative: An initiative is an umbrella category under which a ministry organizes its key priority efforts.

Program: A program is defined as a program or service provided to benefit the community (in alignment with guidelines).

Goal (Anticipated Impact): The goal is the desired ultimate result for the initiative's or program's efforts. This result may take years to achieve and may require other interventions as well as this program. (E.g. increase immunization rates; reduce obesity prevalence.).

Scope (Target Population): Definition of group being addressed in this initiative: specific description of group or population included (or not included, if relevant) for whom outcomes will be measured and work is focused. Identify if this initiative is primarily for persons living in poverty or primarily for the broader community.

Outcome measure: An outcome measure is a quantitative statement of the goal and should answer the following question: "How will you know if you're making progress on goal?" It should be quantitative, objective, meaningful, and not yet a "target" level.

GOVERNANCE APPROVAL

This FY18-FY20 Community Benefit Plan/Implementation Strategy Report was approved at the September 12, 2017 meeting of the Mission Hospital Community Benefit Committee a sub-Committee of the Board of Trustees.



Community Benefit Committee Chair's Signature confirming approval of Mission Hospital's FY18-FY20 Community Benefit Plan/Implementation Strategy Report

11-30-2017

Date