

# COMMUNITY HEALTH IMPROVEMENT PLAN 2020 - 2022

## Mission Hospital



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To provide feedback about this CHIP or obtain a printed copy free of charge, please email [Christy.Cornwall@stjoe.org](mailto:Christy.Cornwall@stjoe.org)

St. Joseph Health   
Mission Hospital

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# EXECUTIVE SUMMARY

Mission Hospital has been meeting the health and quality of life needs of the local community nearly 50 years since it was founded in 1971. A member of Providence St. Joseph Health, the facility has 523 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.

PSJH—Orange County hospitals dedicate resources to improve the health and quality of life for the communities they serve, with special emphasis on the needs of the economically poor and vulnerable. During fiscal year 2019, Mission Hospital provided \$18,515,981 in Community Benefit in response to unmet needs

Mission Hospital conducts a Community Health Needs Assessment (CHNA) in the communities it serves every three years to better understand the health-related needs and strengths. The results of the CHNA are used to guide and inform efforts to better address the needs of the community. Through a mixed-methods approach using quantitative and qualitative data, the CHNA process relied on several sources of information to identify community needs. Across Orange County, information collected includes community data-level from the Orange County Health Improvement Partnership; 2019 Kaiser Permanente CHNA; 2019 University of California, Irvine Medical Center CHNA; CalOptima Member Survey; state and national public health data; and hospital utilization data.

## Community Health Improvement Plan Priorities

As a result of the findings of our [2019 Community Health Needs Assessment \(CHNA\)](#) and through a prioritization process aligned with our Mission, resources, and hospital strategic plan, Mission Hospital will focus on the following areas for its 2020-2022 Community Benefit efforts:

### PRIORITY 1: MENTAL HEALTH/SUBSTANCE USE

Mental Health & Substance Use continues to be a priority across our communities. Mental health challenges can impede people's abilities to realize their potential, cope with stresses, work productively and fruitfully, and make contributions to their communities. We will be focusing on increasing services to South Orange County residents and reducing the rates of substance use among youth in our coastal communities.

### PRIORITY 2: HOMELESSNESS & AFFORDABLE HOUSING

Homelessness and affordable housing are significant needs in our communities. Homelessness has a ripple effect throughout the community; it impacts the availability of healthcare resources, crime and safety, the workforce, and the use of tax dollars. Affordable housing benefits our communities and creates stronger outcomes – in employment, health and education. We will be working to reduce chronic homelessness, support the number of persons entering bridge and supportive housing and strengthen affordable housing policies in the 2021-2028 housing element plans.

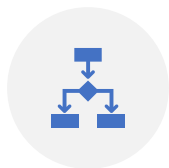
### PRIORITY 3: EQUITY/RACIAL DISPARITIES

We believe that everyone should have a fair and just opportunity to attain their full potential and that no one should be disadvantaged, excluded, or dismissed from achieving that potential based on inherent characteristics such as race, ethnicity or gender identity. We will be working on strategies that increase inclusion, diversity and multiculturalism, both within our organization as well as the broader communities of South Orange County.

### Health Equity

At Providence St. Joseph Health, we acknowledge that all people do not have equal opportunities and access to living their fullest, healthiest lives due to systems of oppression and inequities. We are committed to ensuring health equity for all by addressing the underlying causes of racial and economic inequities and health disparities. Our Vision is “Health for a Better World,” and to achieve that we believe we must address not only the clinical care factors that determine a person’s length and quality of life, but also the social and economic factors, the physical environment, and the health behaviors that all play an active role in determining health outcomes.

To ensure that equity is foundational to our CHIP, we have developed an equity framework that outlines the best practices that each of our hospital will implement when completing a CHIP. These practices include, but are not limited to the following:



Address root causes of inequities by utilizing evidence-based and leading practices



Explicitly state goal of reducing health disparities and social inequities



Reflect our values of justice and dignity



Leverage community strengths

# INTRODUCTION

## Mission, Vision, and Values

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

*Our Vision* Health for a Better World.

*Our Values* Compassion — Dignity — Justice — Excellence — Integrity

## Who We Are

Mission Hospital, an acute-care hospital founded in 1971 by a group of physicians, partnered in 1993 with Children’s Hospital of Orange County (CHOC) to provide pediatric services. In 1994, the hospital became a member of St. Joseph Health. In 2009, Mission Hospital acquired South Coast Medical Center in Laguna Beach. In 2016 Mission Hospital joined the Providence family of 51 hospitals. Mission Hospital has two locations, one in Mission Viejo and the other in Laguna Beach, California. It has 523 licensed beds, of which 296 are currently available. Mission Hospital has a staff of more than 2,000 and professional relationships with more than 1,300 local physicians. Major programs and services offered to the community include a Level II Trauma Center, cardiac care, critical care, diagnostic imaging, emergency medicine, and obstetrics.

## Our Commitment to Community

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 vulnerable. During FY2019, our hospital provided \$18,515,981 in Community Benefit<sup>1</sup> in response to unmet needs and to improve the health and well-being of those we serve in South Orange County. This total included Financial

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<sup>1</sup> A community benefit is 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. Note: Community benefit includes both services to the economically 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: 1) community health needs assessment developed by the ministry or in partnership with other community organizations; 2) 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; 3) or the involvement of unrelated, collaborative tax-exempt or government organizations as partners in the community benefit initiative or program.

Assistance at cost, and other cost of care, in addition to strategic community investment addressing community need. The hospital received more Medicaid revenue than the expense it incurred in fiscal year 2019 (for a 2017-2019 period), due to the Medicaid Hospital Quality Assurance Fee (HQAF) program. Thus, there was \$0 net benefit for Medicaid. If there was no Medicaid HQAF Fee reimbursement, the hospital's unpaid Medicaid would have been \$111,466,797. For FY19, Mission Hospital had an unpaid cost of Medicare of \$20,369,434.

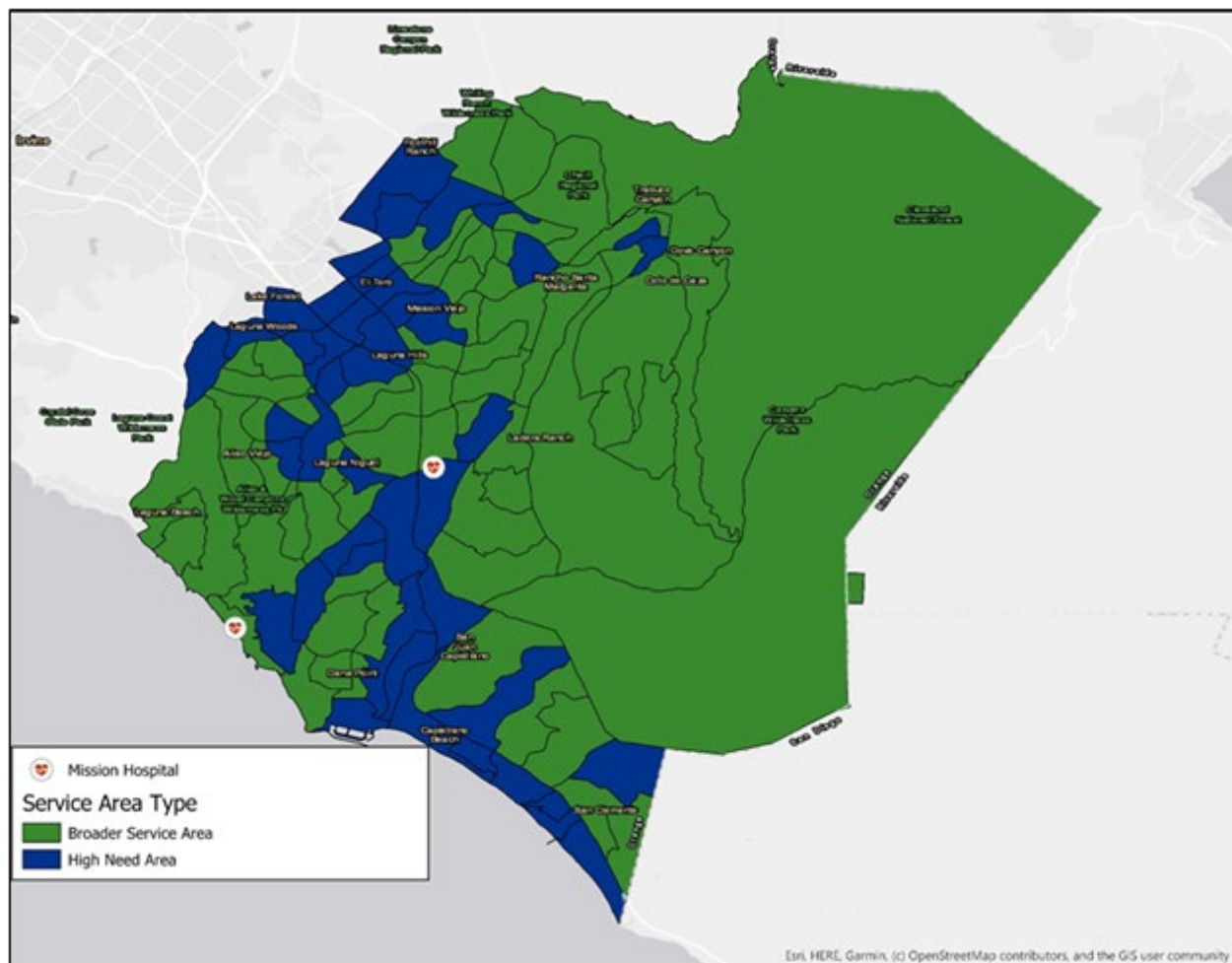
Our region includes three PSJH hospitals: Mission Hospital, St. Joseph Hospital in Orange, and St. Jude Medical Center in Fullerton. Together, our communities include Orange County as well as parts of Los Angeles, Riverside and San Bernardino Counties. Orange County has a total of over 20 hospitals and over 88 health centers, of which 16 are designated as Federally Qualified Health Centers.

# OUR COMMUNITY

## Description of Community Served

The community served by Mission Hospital is based upon geographic access and other area hospitals, as well as patient ZIP Codes. The service area for Mission Hospital was defined using census tracts inside South Orange County. In total there are 109 census tracts within the service area of Mission Hospital. The population in Mission Hospital's total service area makes up 18% of Orange County.

**Figure 1. Mission Hospital's Total Service Area**



Of the over 590,000 permanent residents in the total service area, roughly 42% live in the high need area, defined by lower life expectancy at birth, lower high school graduation rates, and more households at or below 200% FPL compared to census tracts in the total service area. For reference, 200% FPL is equivalent to an annual household income of \$51,500 or less for a family of 4. These households are more likely to regularly make spending tradeoffs regarding utilities, rent, groceries, medicine, and other basic expenses.

## Community Demographics

### POPULATION AND AGE DEMOGRAPHICS

The population in Mission Hospital’s total service area makes up 18% of Orange County. The male-to-female distribution is roughly equal across the geographies. The high need service area has a higher percentage of people over the age of 65 and between ages 18 and 34. People ages 35 to 54 and under the age of 18 are less likely to live in high need census tracts.

### POPULATION BY RACE AND ETHNICITY

Individuals who identify as Hispanic and “other” race are more likely to live in high need census tracts. People identifying as white are less likely to live in high need census tracts.

### SOCIOECONOMIC INDICATORS

**Table 1. Socioeconomic Indicators for St. Mary Medical Center Service Area**

Indicator	Broader Service Area	High Need Service Area	Total Service Area	Orange County
<b>Median Income</b> Data Source: American Community Survey Year: 2019	\$126,947	\$85,526	\$108,224	\$88,453
<b>Percent of Renter Households with Severe Housing Cost Burden</b> Data Source: American Community Survey Year: Estimates based on 2013 – 2017 data	25.4%	30.3%	28.1%	28.0%

The median income for the total service area for Mission Hospital is about \$20,000 higher than Orange County overall. There is over a \$40,000 difference in median income between the broader and high need service area.

Severe housing cost burden is defined as households that spend 50% or more of their income on housing costs. The total service area and Orange County have roughly the same percentage of renter households that are severely housing cost burdened (28%). In the high need service area, 30% of renter households are severely housing cost burdened. Within the total service area there are census tracts in which over 50% of households are experiencing severe housing cost burden.

Full demographic and socioeconomic information for the service area can be found in the [2019 CHNA for Mission Hospital](#).



# COMMUNITY NEEDS AND ASSETS ASSESSMENT PROCESS AND RESULTS

## Significant Community Health Needs Prioritized

### PRIORITY 1: MENTAL HEALTH & SUBSTANCE USE

Creating awareness and services addressing mental health along with substance use.

### PRIORITY 2: HOUSING & HOMELESSNESS

Social determinants of health, like housing, have a substantial impact on health behaviors and health outcomes. Addressing housing instability, housing affordability, and preventing homelessness will improve health in the communities we serve.

### PRIORITY 3: EQUITY & RACIAL DISPARITIES

The need for increased health equity and the presence of health disparities by race are key priorities to address.

As we develop the Community Health Improvement Plan (CHIP), we will integrate prevention and addressing racial disparities as a cornerstone of each of these priority areas.

## 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 Health Investment Programs and by funding other non-profits through the 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 address and an explanation is provided below:

- **Cancer:** Given other priorities, this issue was not selected.
- **Diabetes:** Local Federally Qualified Health Centers provide primary medical care to residents with low incomes who have diabetes.
- **Early Childhood Education:** Given other priorities, resource constraints, and lack of expertise to offer this program, this issue was not selected.
- **Economic Mobility:** Given other priorities, resource constraints and lack of expertise to offer this program, this issue was not selected.
- **Environment/Climate:** [Providence St. Joseph Health has committed to being carbon negative by 2030.](#) This effort will involve all hospital staff. The Regional Director, Community Health Investment has been appointed to the System Environmental Justice Work Group

- **Food Security:** Given other priorities raised during our most recent CHNA, this need became a lower priority compared to others when reviewing the impact Mission Hospital could have to resolve this issue.
- **Health Care Access:** Local Federally Qualified Health Centers provide primary care services to residents of South Orange County with low incomes. We will maintain many of the programs currently in place through Community Health Investment to continue supporting access to care such as health insurance enrollment, care navigation and medical transportation services.
- **Obesity:** Given other priorities raised during our most recent CHNA, this issue became a lower priority compared to others.
- **Safety:** Given other priorities raised during our most recent CHNA, this issue became a lower priority compared to others.
- **Senior Health:** Given other priorities raised during our most recent CHNA, this issue became a lower priority compared to others.

In addition, Mission Hospital Regional Medical Center will collaborate with local organizations that address the aforementioned community needs to coordinate care and referrals to address these unmet needs.

# COMMUNITY HEALTH IMPROVEMENT PLAN

## Summary of Community Health Improvement Planning Process

The Regional Director and local Program Director developed strategies based on insight from the quantitative and qualitative data as well as local Community Health Investment caregivers, and input and feedback were provided by the Community Benefit Committee.

The 2020-2022 Community Health Improvement Plan (CHIP) process was disrupted by the SARS-CoV-2 virus and COVID-19, which has impacted all of our communities. While we have focused on crisis response, it has required a significant re-direction of resources and reduced community engagement in the CHIP process.

This CHIP is currently designed to address the needs identified and prioritized through the 2019 CHNA, though COVID-19 will have substantial impacts on our community needs. These impacts are likely to exacerbate some of the needs identified, and cause others to rise in level of priority. While this is a dynamic situation, we recognize the greatest needs of our community will change in the coming months, and it is important that we adapt our efforts to respond accordingly. This CHIP will be updated in 2021 to better document the impact of and our response to COVID-19 in our community. We are committed to supporting, strengthening, and serving our community in ways that align with our Mission, engage our expertise, and leverage our Community Benefit dollars in the most impactful ways.

Mission Hospital Regional Medical Center anticipates that implementation strategies may change and therefore, a flexible approach is best suited for the development of its response to the CHNA. For example, certain community health needs may become more pronounced and require changes to the initiatives identified by Mission Hospital Regional Medical Center in the enclosed CHIP.

## Addressing the Needs of the Community: 2020- 2022 Key Community Benefit Initiatives and Evaluation Plan

### PRIORITY #1: MENTAL HEALTH/SUBSTANCE USE

#### *Community Need Addressed*

Mental Health Challenges and Youth Substance Use

#### *Goals (Anticipated Impact)*

Improve the mental health of low-income residents (children and adults) in South Orange County

Reduce the percent of 9<sup>th</sup> and 11<sup>th</sup> graders who report using alcohol or other drugs within the last 30 days

#### *Outcome Measure*

- Increase the number of unique clients participating in mental health services (e.g. therapeutic, psychoeducational, or support groups) offered at the Family Resource Centers
- Increase the number of residents who are active on Each Mind Matters social media

- Reduce the percent of 9<sup>th</sup> and 11<sup>th</sup> graders in select South Orange County schools who report using alcohol or other drugs within the last 30 days

**Table 2. Strategies for Addressing Mental Health Challenges and Youth Substance Use**

<b>Strategy</b>	<b>Target Population</b>
<b>1. Increase # of unique clients participating in therapeutic, psychoeducational, psychiatric, or support group services</b>	Residents with low incomes in South Orange County
<b>2. Demonstrate measurable benefit through improvement in PHQ-9 and GAD-7 pre- and post-scores, and accomplishment of treatment plan goals</b>	Residents engaged in therapy
<b>3. Adapt the Each Mind Matters/Promise to Talk campaign in response to COVID-19</b>	Residents with low incomes, particularly Spanish speaking
<b>4. Implement Raising Healthy Teens and Strength in Numbers campaigns to reduce youth substance use at targeted South Orange County schools</b>	Youth, parents, and youth-serving organizations

*Planned Collaboration*

Key Community Partners: Orange County Mental Health, Orange County Health Care Agency ADEPT Program, Orange County Sheriff’s Department, Orange County Department of Education, Orange County Whole Person Care, City of Mission Viejo, Orange County Department of Child Support Services, Orange County United Way, Orange County, Children’s Bureau, Wellness & Prevention Center, NAMI, Camino Health Center, Laguna Beach Community Clinic, Share Our Selves, OMID, MECCA, Capistrano Unified School District, Laguna Beach Unified School District, National Coalition for Alcohol and Drug Dependency – Orange County, Boys & Girls Club of Laguna Beach, Boys and Girls Clubs of Capistrano Valley, Seneca Family of Agencies, Child Guidance Center, Families Forward, Pathways Community Services – Project RENEW, Waymakers, Second Harvest Food Bank, Help Me Grow OC, MOMs of Orange County, South County Outreach, UNIDOS, Friendship Shelter, Illumination Foundation, Our Father’s Table, Families Assistance Ministries, Mercy House, Florence Sylvester Memorial Senior Center, CalOptima, Meals on Wheels, 2-1-1, Agewell Senior Services, Coalition for Humane Immigrant Rights, Coalition of Orange County Community Health Centers, St. Jude Medical Center, St. Joseph Hospital, Westbound Communications

*Resource Commitment*

\$1.1 million for all mental health and substance use prevention services

## PRIORITY #2: HOMELESSNESS AND AFFORDABLE HOUSING

### *Community Need Addressed*

Increase in homelessness and the lack of affordable housing

### *Goal (Anticipated Impact)*

Reduce chronic homelessness, support the number of persons entering bridge and supportive housing and strengthen affordable housing policies in the 2021-2028 housing elements

### *Outcome Measure*

- Reduce chronic homelessness in South Orange County by 2022 as measured by the rate of individuals experiencing chronic homelessness in the Annual Point in Time Count (2019 = 763)
- Continue securing bridge and permanent supportive housing solutions for identified residents in South County
- Strengthen affordable housing policies in the 2021-2028 housing elements in at least 2 target South Orange County cities by 2022.

**Table 3. Strategies for Addressing Homelessness and Affordable Housing**

<b>Strategy</b>	<b>Target Population</b>
<b>1. Train a minimum of 100 housing champions in South Orange County cities to support affordable housing projects.</b>	Residents
<b>2. Engage with housing champions in local city housing element process to promote stronger policies in the 2021-2028 housing elements that will result in more affordable housing.</b>	Residents
<b>3. Continue securing bridge and permanent supportive housing solutions for identified residents in South Orange County.</b>	Residents
<b>4. Continue the care navigation program and implement best practices identified in the region.</b>	Individuals experiencing chronic homelessness

### *Planned Collaboration*

Collaborative partners include: the Kennedy Commission; Family Assistance Ministries, Families Forward, Family Solutions Collaborative, Friendship Shelter, Habitat for Humanity, Illumination Foundation, Mercy House, Our Father’s Table, South County Outreach, United Way OC, YIMBY

### *Resource Commitment*

\$800,000 to support this effort and our partners, which include two community care navigators and grants to partner organizations.

## PRIORITY #3: EQUITY/RACIAL DISPARITIES

### *Community Need Addressed*

Equity/Racial Disparities

### *Goal (Anticipated Impact)*

Improve the health outcomes of uninsured and underinsured residents

### *Outcome Measure*

- Serve at least 800 low income, Limited English Proficient (LEP) adults through programs offered through Community Health Investment programs such as the Family Resource Centers
- Increase participants attending events promoting inclusion, diversity and multiculturalism in South Orange County (2019 baseline – 160 residents)
- Implement strategies identified in the Providence St. Joseph Health Inclusion, Equity & Diversity Committee that creates practices to increase diversity, inclusion and equity
- Increase the number of college students enrolled in the COPE Health Scholars Program

**Table 4. Strategies for Addressing Equity/Racial Disparities**

<b>Strategy</b>	<b>Target Population</b>
<b>1. Serve LEP adults with low incomes through efforts coordinated by the Community Health Investment Department.</b>	LEP Residents with low incomes
<b>2. Increase participants attending events promoting inclusion, diversity and multiculturalism in South Orange County (2019 baseline = 160)</b>	Residents
<b>3. Develop and implement a plan to reduce the health disparity in alignment with local feedback and PSJH efforts</b>	Residents, leadership of PSJH Diversity, Equity and Inclusion Committee
<b>4. Empower LEP adults with low incomes to reduce isolation and improve resiliency through Community Health Investment outreach.</b>	LEP Residents with low incomes
<b>5. Increase the number of enrollees into the <a href="#">COPE Health Scholars Program</a> (2019 baseline = 68)</b>	College students in South Orange County

### *Planned Collaboration*

Access California Services, Boys and Girls Club-Laguna Beach, Breakthrough SJC, Catholic Charities, Catholic Diocese of Orange: Office of Life, Justice & Peace, Coalition for Immigrant Rights (CHIRLA), Community Health Initiative OC (CHIOC), Community Legal Aid of Southern California Congregation of the Sisters of St. Joseph, Clergy & Laity United for Economic Justice (CLUE), COPE Health Scholars Program, Haitian Bridge Alliance, Interfaith Council of Greater Rancho Santa Margarita, Latino Health

Access, Mission Basilica Immigration Ministry, OC Human Relations, OC Civic Engagement Table, OC Opportunity Initiative Funders Collaborative, OMID Multicultural Institute for Development, Orange County Community Foundation, OC Resilience, Our Savior’s Lutheran Church, Public Law Center, St. Edward Church Social Justice Ministry, UNIDOS, Women for American Values and Ethics, World Relief

*Resource Commitment*

\$600,000 in staff time and operational expenses

# 2020- 2022 CHIP GOVERNANCE APPROVAL

This Community Health Improvement Plan was adopted by the Community Benefit Committee of the hospital on November 10, 2020. The final report was made widely available<sup>2</sup> by December 28, 2020.

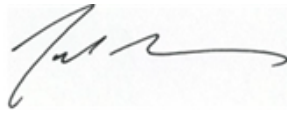


11/10/2020

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Todd Lempert, MD  
Chair, Mission Hospital Community Benefit Committee

Date



12/01/2020

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Joel Gilbertson  
Executive Vice President, Community Partnerships  
Providence St. Joseph Health

Date

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To request a paper copy without charge, provide feedback about the CHNA or CHIP Reports, or any additional inquiries, please email [CHI@providence.org](mailto:CHI@providence.org)

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<sup>2</sup> Per § 1.501(r)-3 IRS Requirements, posted on hospital website