

**ORANGE COAST MEMORIAL**  
MEMORIALCARE® HEALTH SYSTEM

**Orange Coast Memorial**

**Annual Report and Plan for  
COMMUNITY BENEFIT**

**Fiscal Year 2011**

**July 1, 2010 through June 30, 2011**

Submitted to:  
Office of Statewide Health Planning & Development  
Healthcare Information Division  
Accounting and Reporting Systems Section  
Sacramento, California

## Table of Contents

Letter from the CEO.....	3
Mission.....	4
Vision.....	4
Values.....	4
MemorialCare Health System.....	4
Orange Coast Memorial.....	4
About the Community.....	5
Community Health Needs Assessment.....	6
Priority Needs.....	9
Community Benefit Services Summary.....	10
Community Health Improvement Services.....	10
Health Professions Education.....	11
Cash and In-Kind Donations.....	12
Community Building Activities.....	12
Financial Summary of Community Benefit.....	13
Community Benefit Plan for FY 2012.....	14
Appendix 1: Community Benefit Oversight Committee.....	16
Appendix 2: Community Partners.....	17
Appendix 3: Fair Pricing Policy.....	19

## Letter from the CEO

November 19, 2011

Orange Coast Memorial strives to accomplish our mission to improve the health and well being of individuals and families through continued implementation of Community Benefit programs and activities.

As a member of the MemorialCare Health System, Orange Coast Memorial demonstrates our organization's steadfast focus on delivering high quality, cost-effective health care that meets the changing needs of the communities we serve.

Orange Coast Memorial works in partnership with dedicated individuals and local organizations to remain consistent with our values and to continue investing our resources to best serve those with identified needs. As such, we are committed to strategically focusing our investment of charitable resources to address the identified, unmet health needs of the diverse communities within our market area. For fiscal year 2010-2011, Orange Coast Memorial's community benefit contributions totaled \$24,653,000.

We are proud to continue the quest established by MemorialCare Health System which has enabled us to provide leading, essential health care for our community.

Sincerely,



Marcia Manker  
Chief Executive Officer

Orange Coast Memorial  
MemorialCare Health System  
18111 Brookhurst St.  
Fountain Valley CA 92708  
714-378-7000

## **Mission**

To improve the health and well being of individuals, families and our communities through innovation and the pursuit of excellence.

## **Vision**

Exceptional People. Extraordinary Care. Every Time.

## **Values**

### **The ABCS of MemorialCare**

With a focus on solid fundamentals – Accountability, Best Practices, Compassion and Synergy – MemorialCare Health System strives to deliver the highest standard of patient care and exceptional clinical outcomes. Leveraging the strengths of the health system, from operational efficiencies and the application of new technologies, to expertise and best practices, MemorialCare is committed to providing the highest quality of health care to the benefit of the communities we serve.

## **MemorialCare Health System**

MemorialCare Health System is a leading Southern California not-for-profit integrated delivery system with nearly 11,000 employees and 2,300 affiliated physicians. The MemorialCare hospitals include Long Beach Memorial, Miller Children's Hospital Long Beach, Community Hospital Long Beach, Orange Coast Memorial-Fountain Valley Saddleback Memorial-Laguna Hills and Saddleback Memorial-San Clemente.

Four leading physician groups joined the health system as the founding members of the MemorialCare Medical Foundation, launched in early 2011. With this addition, our health system now includes five urgent care locations, 21 primary care locations and two specialty care locations, in addition to the MemorialCare HealthExpress retail clinics in Albertsons stores in Huntington Beach, Irvine and Mission Viejo.

The health system has gained widespread recognition for our unique approach to health care. The organization has been identified as one of the Top 100 Integrated Health Networks in the Nation, as well as Top 10 in the West (from SDI). Our hospitals are ranked as high performers in 18 specialties by US News and World Report. We are particularly proud to be one of only 29 companies worldwide selected as a 2011 Gallup Great Workplace winner!

## **Orange Coast Memorial**

Orange Coast Memorial became a member of the not-for-profit MemorialCare Health System in January, 1996. In May 1997, the hospital was granted not-for-profit status retroactive to December 26, 1995, the date of incorporation. Formerly, Orange Coast Memorial was known as FHP Hospital and operated as a for-profit facility.

Orange Coast Memorial is the only not-for-profit hospital in the Fountain Valley/Huntington Beach communities. We are home to the MemorialCare Cancer Institute, MemorialCare Breast Center, MemorialCare Imaging Center, MemorialCare Heart & Vascular Institute, MemorialCare Center for Obesity, MemorialCare Center for Childbirth, and the Miller Children's Specialty Center.

Orange Coast Memorial fulfills its community's health care needs with innovation and a commitment to excellence. We strive to provide compassionate care and personalized service to our community. We have been recognized by *US News and World Report* as one of the region's top hospitals for 2011-2012 in the specialties of diabetes and endocrine disease; ear, nose and throat; orthopedics; neurology and neurosurgery; and gynecology.

Orange Coast Memorial's (OCM) Board of Directors guided the direction of community benefit.

#### Voting Members

Bob Schack, Chairman Businessman	Hugh Moran, Vice-Chair Businessman	Julio Ibarra, M.D. Secretary, Physician	Barry Arbuckle, Ph.D. President and CEO, MemorialCare Health System
Haydee V. Tillotson Community Member	Bill Barnes Community Member	Diane Truong Community Member	Gale Schluter Community Member
Larry Lambert Businessman	Art Aviles Community Member	Tim Helgeson Businessman	Barbara Enlow Community Member, Rep. MemorialCare Health System

#### Invited Guests (non-voting)

Marcia Manker CEO Orange Coast Memorial	Rob Realmuto, M.D. Chief-of- Staff Orange Coast Memorial	Frank Marino, M.D. Medical Director Orange Coast Memorial	Dale Vital CNO/VP, Pt. Services Orange Coast Memorial
Steve McNamara CFO Orange Coast Memorial	Lorraine Booth VP, People and Culture MemorialCare Health System	Emily Randle VP of Operations Orange Coast Memorial	Tammie Brailsford VP, COO MemorialCare Health System
Helen Cicino Fabian General Council, Sr. VP of HR MemorialCare Health System	Rick Graniere CFO MemorialCare Health System	Karen Testman Sr. VP, Financial Operations MemorialCare Health System	Paul Stimson Director, Orange Coast Memorial Foundation

### About the Community

Orange Coast Memorial is located in Orange County, California, in the City of Fountain Valley. The primary service area served by Orange Coast Memorial is: Corona del Mar, Costa Mesa, Cypress, Fountain Valley, Garden Grove, Huntington Beach, Los Alamitos, Newport Beach, Seal Beach, Surfside, Tustin, Westminster, and parts of Anaheim (92804) and Santa Ana (92703, 92704, and 92707).

Within the hospital service area there are a number of communities with disproportionate unmet health needs. Two population groups have been identified as vulnerable populations: Vietnamese families and senior adults. Nearly 75% of the entire Orange County Vietnamese community resides in the hospital's service area. This

population represents nearly 10% of those served by the hospital. Senior adults, ages 65 and older, represent 12% of the population in the hospital service area.

### **Community Health Needs Assessment**

In 2010, Orange Coast Memorial conducted a community health needs assessment as part of the Orange County Health Needs Assessment (OCHNA) collaborative. OCHNA is a community-based, not-for-profit collaborative that was created and designed to meet the requirements of SB697 for all not-for-profit hospitals in Orange County. The collaborative is jointly funded by the Health Care Agency of Orange County, the Children and Families Commission, CalOptima, and the nine Orange County not-for-profit HASC member hospitals.

The 2010 needs assessment plan included a trend analysis of four previous OCHNA health needs surveys (1998, 2001, 2004, and 2007), as well as examination of primary data from the Census Bureau's American Community Survey, and the California Health Information Survey. Population estimates for OCHNA 1998 and 2001 were updated with the latest estimates from the State of California Department of Finance. In addition, OCHNA incorporated objective/secondary data sources, demographics/census data, and a key informant survey that OCHNA administered online, to be used as the source of qualitative data.

Objective/secondary data came from numerous sources, including Department of Finance, 2009 and 2010 Census estimates by Nielsen Claritas, Orange County Health Care Agency, and Healthy People 2010 objectives (used as benchmarks). The following health topics were examined for the Orange Coast Memorial service area:

- Health care access and coverage
- Health care utilization
- Health status
- Preventive care or risk factors
- Chronic diseases
- Maternal and infant health
- Nutrition, obesity, and exercise
- Child health
- Senior health

The Community Benefits Key Informant Survey, targeted local health care leaders selected by the OCHNA Steering Committee to determine community opinions on the health needs in Orange County, as well as the barriers faced by patients in accessing health care. 144 out of 474 invited individuals completed the online survey, for a 31% response rate. Key informants also answered questions about challenges in the county's health care system, as well as about the forms and quality of collaborative relationships between their organizations, service area hospitals, and other groups. There was broad representation of the health care sector, with particular representation from Community Based Organizations (CBOs).

The key organization groups used for analysis were Health Provider CBOs (21 key informants), County or City Governments (14), Hospitals (13), Community Clinics or FQHCs (11), and Health Advocacy or Education Organizations (8). The majority of key informants (68% or 105) were Executives (such as CEOs, Directors, VPs), or Managers (such as Program Coordinators, Supervisors). The sample also included health care providers, educators, and researchers. Over 80% of key informants were affiliated with organizations that provided direct services, either to the entire county or to specific populations (e.g. seniors, Asian and Pacific Islanders, low-income). Of the 144 key informants, 24 key informants viewed Orange Coast Memorial as a current collaborative partner.

### Community Health Needs Assessment Findings

This overview summarizes some of the significant findings drawn from the Community Health Needs Assessment.

#### **Obesity and Chronic Disease Status**

- 53% of adults in the Orange Coast Memorial service area were estimated to be overweight or obese
- Just over 9% of overweight/obese adults reported having heart disease, compared to 5% of healthy weight adults
- Heart disease was the leading cause of death in the service area in 2008, accounting for 26% of the deaths
- Nearly 15% of overweight/obese adults reported having diabetes, compared to less than 2% of healthy weight adults
- 30% of overweight/obese adults reported high blood pressure, and 27% of overweight/obese adults reported high cholesterol compared to only 15% and 14% of healthy weight adults
- 27% of overweight/obese adults had arthritis, compared to 16% of healthy weight adults
- 15% (54,022) of adults (18+) in the Orange Coast Memorial service area that were at normal or healthy weight reported having at least one poor mental health day in the past month. In contrast, 33% (41,173) of adults in the Orange Coast Memorial service area who were obese reported having at least one poor mental health day in the past month

#### **Diabetes and Other Chronic Diseases**

Adults who have been diagnosed with one chronic disease, such as diabetes, are at greater risk for additional chronic diseases than those who do not have diabetes.

Moreover, of adults in the service area who had diabetes in 2004, 9% (6,342) were normal weight, 51% (36,750) were overweight, and 40% (28,419) were obese.

- Of adults 18+ years who reported that they had diabetes, 36% also reported that they had arthritis. Among adults who did not have diabetes, 19% reported that they had arthritis
- Of adults with diabetes, 55% also had high blood pressure. In comparison, only 20% of adults without diabetes had high blood pressure

- Of adults with diabetes, 22% also reported that they had had heart disease. Only 6% of adults who did not have diabetes reported suffering from heart disease
- Of adults with diabetes, 16% were also diagnosed with cancer. Only 8% of adults who did not have diabetes reported that they had cancer
- Of adults with diabetes, 40% were also diagnosed with high cholesterol. Only 21% of adults who did not have diabetes reported that they had high cholesterol

### **Health Disparities in the Vietnamese Population**

- Vietnamese adults were much more likely to rate their own health as *fair* or *poor* than any other ethnicity in the service area
- Of the 5% of individuals in the county who spoke Vietnamese at home, 63.7% (93,350) spoke English less than "very well" in 2009
- Over one in three (35%) Vietnamese women (40+) never had a mammogram or breast ultra-sound, compared to 19% of white women
- Only 56% of Vietnamese women received a pap smear, compared to 97% of white and 92% of Hispanic/Latino women
- Vietnamese men were less likely to have received a digital rectal exam compared to white men (28% vs. 68%)
- Whites were also more likely than Vietnamese to have received a prostate exam (53% vs. 24%)
- Vietnamese had the highest percentage of current smokers, with nearly 11% (13,340) of adults indicating that they were smokers

### **Well-Being of Older Adults**

- Nearly 12% (140,297) of the population in the service area is made up of adults who are 65 or older. The senior population in this services area has grown by 19% between 2000 and 2009, and is expected to grow by another 14% by 2014
- 15% of adults in the Orange Coast Memorial service area had at least some difficulty performing their daily activities, such as, eating, bathing, or dressing; in the county, the percentage of adults that had difficulty with activities of daily living was slightly lower (11%)
- 16% of older adults in the Orange Coast Memorial service area reported they had experienced a fall in the past 12 months; the countywide estimate of adults who experienced a fall was similar
- 9% of adults ages 65 to 74 and 4 % of adults ages 75 or older were caregivers to someone else
- Seniors living at or below the federal poverty level (FPL) in some of the cities located within the Orange Coast Memorial service area range from 16% in Garden Grove, 13% in Westminster, 12% in Costa Mesa and 10% and 9% for Anaheim and Costa Mesa

### **Results from Key Informant Survey**

#### **Top Health Priorities or Needs**

- 55% indicated a need for adequate funding for health services from public programs
- 52% indicated a need to increase funding to community clinics
- 39% indicated a need for dental care for low-income/uninsured individuals
- 37% indicated a need for housing support for low to moderate-income
- 35% indicated a need for comprehensive efforts to improve healthy eating and exercise

### **Top Health Care Delivery System Challenges**

Many of the challenges related to funding issues or insufficient primary care for underserved groups:

- 76 % indicated government funding cuts and 54% indicated cuts from other sources or within organizations as challenges  
37% of respondents believed that there are insufficient FQHC's to care for underserved populations or that the referral system for health services is fragmented
- 35% of respondents indicated that there are insufficient physicians available to care for low-income populations; Community Clinics were the most likely to pick this option

### **Top Service Gaps for Underserved Populations**

- 58% identified gaps in behavioral health services (e.g. outpatient services, services for children and families) and 55% identified gaps in primary care services for underserved populations
- 46% identified gaps in adult dental care services for underserved groups; adult dental care is a notable priority for both Community Clinics and Hospitals
- 45.3% or 63 would like to see more affordable prescription programs, and 42% (59) would like to see more case managers for health care for underserved populations

### **Top Patient Barriers to Health Care**

- 63% thought that health coverage may be inadequate to cover all needs, and 55% thought that government eligibility levels are restrictive
- 64% of key informants selected the cost of medical services and 49% selected the cost of prescriptions as other key patient barriers
- Lack of adequate transportation was also high priority barrier (45%)
- 40% of key informants identified patient unfamiliarity with the health care system as another barrier

### **Priority Needs**

Orange Coast Memorial engages members of the community to provide oversight for community benefit activities on its Community Benefit Oversight Committee (CBOC). The CBOC reports to the Orange Coast Memorial Board of Directors (Appendix 1 lists the CBOC members and their affiliations).

The CBOC assisted Orange Coast Memorial in the implementation of community benefit programs and activities through the proper implementation of the Advancing the State-of-the-Art in Community Benefit framework. The CBOC received quarterly reports of on-going activities and provided feedback for recommended outcomes measurement as well as recommended course of action for complete program development. The CBOC also conducted a review of the community needs assessment (CHNA) and set the focus on sustainable community benefit programming based on the most recent CHNA report. The CBOC recommended that the Orange Coast Memorial Board of Directors approve community benefit resources to support programs that will address the needs of Vietnamese families and seniors as well as for obesity prevention and complications of obesity.

While there are a number of other needs identified in the community, the CBOC recognized the work of a number of engaged community partners that are addressing: behavioral and mental health needs, access to primary care services, at-risk youth, cancer prevention, as well as a number of other identified needs.

## **Community Benefit Services Summary**

### **Community Health Improvement Services**

#### **Community Health Education**

The community was served by the provision of a variety of health education classes made available to the public at no cost. Health education targeted the general community, pregnant and lactating mothers, seniors, and the Vietnamese community.

- General health and wellness education reached 193 individuals on topics that included: sleep disorders, back health, and eye health
- Childbirth classes and lactation support were provided to 12 low-income mothers from the community
- Senior health and wellness education reached 3,158 individuals on topics that included: nutrition, diabetes management, cancer prevention and treatment, fall prevention, and osteoporosis
- Vietnamese health and wellness education reached 1,493 individuals on topics that included: stroke, hypertension, hepatitis, heart disease, and colon cancer

#### **Health Fairs, Screenings and Exams**

- Four senior health and wellness fairs were provided during the year
- Carotid artery screenings were provided to 1,188 attendees
- American Heart Association health fair and screening served 300 people
- Screenings targeting the Vietnamese community provided 1,523 screenings for hepatitis, bone density, carotid artery, heart health, body fat, prostate cancer, and breast cancer
- An additional 443 individuals received screening for prostate cancer, heart health, and skin cancer at three community-wide screenings

#### **Health Promotion Activities**

- Orange Coast Memorial offered a targeted health outreach program on local radio and cable TV targeted to the Vietnamese community. Information on a variety of topics, including preventive practices is presented weekly on local access channels. It is estimated that 203,500 people listened and watched these presentations
- Senior Plus newsletter was mailed to senior residents to notify them of free health classes and events for seniors
- Care Connections newsletter (125,000 distribution) was mailed to residents to notify the community of free classes, screenings, support groups held at Orange Coast Memorial and in the community

#### Community Based Clinic Services

- Flu vaccines were provided for 400 seniors at the annual flu clinic

#### Health care support services

- A Cancer support group provided support and assistance for 45 people

#### Enrollment Assistance and Referral Services

- Patient Financial Services help individuals enroll in MSI, regardless of where they receive care
- Vietnamese Community Outreach Coordinator
  - Coordinates free community education and outreach, free health screenings
  - Assists with securing medical transportation for the Vietnamese community
- Senior Advocate
  - Collaborates with local agencies and organizations to assist older adults in securing needed services
  - Coordinates free medical transportation program for seniors
  - Coordinates free health screenings, flu clinics, health education and disease prevention classes for seniors

#### Health Professions Education

##### Continuing Medical Education

CME lectures were offered throughout the year for educational purposes available to all physicians and health care professionals in the community; 967 professionals attended these lectures.

##### Nursing Education

Ninety-five nursing students from Golden West College, Saddleback College, California State University, Dominguez Hills, California State University, Fullerton, California State University, Long Beach, and Sonoma State University were precepted during the 2010/2011 academic year.

##### Other Health Professions

- Twelve imaging students from Golden West College were precepted
- Four ultrasound students were precepted

### **Cash and In-Kind Donations**

Contributions to nonprofit community organizations and charity events were made to (partial listing):

- Boys & Girls Club of Huntington Valley – donations to support activities for at-risk children
- Kiwanis Club of Fountain Valley – donations to support activities for at-risk children
- Kelly Osborn Memorial Fund – donation to support scholarships
- Tamura Elementary School – donation to support physical activities for children
- Fountain Valley Senior Center – donation to maintain exercise equipment for seniors
- Orange County League of California Cities – donation to support civic event
- Huntington Beach Council on Aging – donations to support senior nutrition, transportation and social services
- Fountain Valley Senior Expo – donation for senior classes and activities
- City of Fountain Valley – donations for community activities

### **Community Building Activities**

The Hospital supported the following organizations (partial listing):

- Service on the Huntington Beach Council on Aging's Board
- Fund raising support for the Susan G. Komen Race for the Cure
- Service on the Kiwanis Club of Fountain Valley FAVORS Committee, which supports low-income seniors in their homes
- Service on the Boys & Girls Club Health Committee
- Service on the Fountain Valley Chamber of Commerce Board
- Service on the Fountain Valley Benefit 5K Planning Committee
- Service on the BGCHV Health Committee, which guides health and wellness assemblies, activities and screenings for children

## Financial Summary of Community Benefit

In FY2011, Orange Coast Memorial provided an additional \$10,000,000.00 in community benefit funding, compared to FY2010. Total community benefit is 10.4% of hospital operating expenses. Orange Coast Memorial's community benefit funding for FY2011 is summarized in the table below.

<b>Community Benefit Categories</b>		
CHARITY CARE <sup>1</sup>		\$ 465,000.00
UNPAID COSTS OF MEDICAL <sup>2</sup>		\$ 13,059,000.00*
OTHERS FOR THE ECONOMICALLY DISADVANTAGED <sup>3</sup>		\$ 4,060,000.00
EDUCATION AND RESEARCH <sup>4</sup>		\$ 765,000.00
OTHER FOR THE BROADER COMMUNITY <sup>5</sup>		\$ 684,000.00
<b>TOTAL COMMUNITY BENEFIT PROVIDED Excluding Unpaid Costs of Medicare</b>		\$ 19,033,000.00
UNPAID COSTS OF MEDICARE <sup>2</sup>		\$ 5,620,000.00
<b>TOTAL COMMUNITY BENEFIT PROVIDED Including Unpaid Costs of Medicare</b>		\$ 24,653,000.00

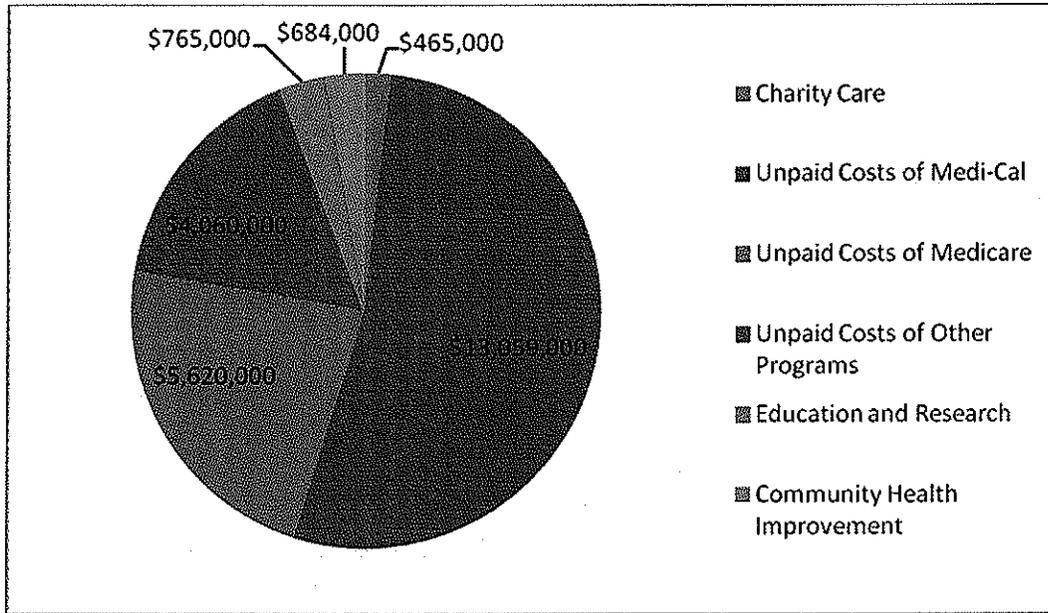
<sup>1</sup> Charity Care includes traditional charity care write-offs to eligible patients at reduced or no cost based on the individual patient's financial situation.

<sup>2</sup> Unpaid costs of public programs include the difference between costs to provide a service and the rate at which the hospital is reimbursed. Estimated costs are based on the overall hospital cost to charge ratio. \*This total includes the Hospital Provider Fees (HPF) paid by Orange Coast Memorial to the State of California. Orange Coast Memorial was a contributing hospital and did not benefit from the HPF program.

<sup>3</sup> Includes other payors for which the hospital receives little or no reimbursement (County indigent).

<sup>4</sup> Costs related to the medical education programs and medical research that the hospital sponsors.

<sup>5</sup> Includes non-billed programs such as community health education, screenings, support groups, clinics and other self-help groups.



## **Community Benefit Plan for FY 2012**

The Community Benefit Oversight Committee (CBOC) assists Orange Coast Memorial in the implementation of community benefit programs and activities through the proper implementation of the Advancing the State-of-the-Art in Community Benefit framework. Orange Coast Memorial has continued the implementation of ASACB guidelines and Core Principles in FY 2011. All programs, classified as community benefit, have been assessed for their focus, impact and expenditures on vulnerable populations and presented to the CBOC. Additionally, all community benefit programs and activities have been evaluated with recommendations for new, consistent methods of outcome-evaluation provided by CBOC membership. With oversight of CBOC members who are active in community outreach activities and local governance, Orange Coast Memorial has solicited feedback and evaluation from grassroots community organizations. The planned outcome-evaluation process will help to ensure that programs are not only meeting identified needs, but that they are also making an impact on those that they serve. This outcome accountability provides a better picture of how programs are performing.

The CBOC conducted a review of Orange Coast Memorial's 2010 Community Health Needs Assessment (CHNA) and set the focus for sustainable community benefit programming based on this most recent report, which can be viewed at [memorialcare.org](http://memorialcare.org).

### **Obesity Prevention**

In FY2012, Orange Coast Memorial, with oversight of the CBOC, will continue further involvement with the Boys & Girls Club of Huntington Valley to help prevent obesity through:

- Service on the Health Committee
- Provide expert speakers for health assemblies focusing on nutrition, physical activity and health risk behaviors
- Donate nutritious snacks to children of parents in the Twilight Education Project, which is a program for low-income families designed:
  - Help English language learners succeed in school
  - Help their parents get the English language skills they need to support their children financially, academically and socially

Orange Coast Memorial will further its involvement with the Orange County Nutritional and Physical Activity Collaborative (OC NuPAC) to help educate our communities about ways to improve health and prevent obesity through promotion of good eating and drinking habits, as well as fun physical activities.

Resources will also be focused on management of conditions that are complications of obesity such as heart disease, diabetes and cancer.

### **Vietnamese Community Outreach**

At the recommendation of the CBOC and the approval of the Orange Coast Memorial Board of Directors, Orange Coast Memorial will focus resources for the Vietnamese community in the areas of:

- Cancer prevention and detection
- Disease prevention
- Access to care

### **Senior Outreach**

At the recommendation of the CBOC and the approval of the Orange Coast Memorial Board of Directors, Orange Coast Memorial will focus resources for the senior community in the areas of:

- Obesity prevention
- Cancer prevention and detection
- Heart disease prevention and detection
- Access to care
- Medical transportation

### **Community Health Needs Assessment**

- Post Orange Coast Memorial's 2010 CHNA to [memorialcare.org](http://memorialcare.org)
- Continue to collaborate with other not-for-profit hospitals and organizations to prepare for 2013 CHNA

## **Appendix 1: Community Benefit Oversight Committee**

The Community Benefit Oversight Committee for FY 2011 included the following members:

Gary Vatcher, local resident and retired businessman

Frank Marino, M.D., family practitioner in private practice

Stanley Arnold, M.D., internal medicine physician in private practice

Marc Ecker, Ph.D., Superintendent, Fountain Valley School District

Tanya Hoxsie, CEO, Boys & Girls Club of Huntington Valley

Haydee Tillotson, local resident and business owner

Marcia Manker, CEO, Orange Coast Memorial

Cathy Capaldi, VP Strategy and Business Development, Orange Coast Memorial

Chirs Shinar, Pharm.D., Executive Director, Quality Improvement, Orange Coast Memorial

Jan Murphy, LCSW, Social Worker, Orange Coast Memorial

Debra Culver, Director of Public Relations and Marketing, Orange Coast Memorial

## **Appendix 2: Community Partners**

In order to help meet the rapidly growing needs of vulnerable individuals in the service area, Orange Coast Memorial collaborated with the following organizations:

Abrazar Inc.  
Alamitos IPA  
AltaMed Community Clinic, Huntington Beach  
American Cancer Society, Orange County Chapter  
Asian Community Clinic  
MemorialCare Medical Group  
Boys & Girls Club of Huntington Valley  
California State University, Dominguez Hills  
California State University, Fullerton  
California State University, Long Beach  
Sonoma State University  
City of Costa Mesa  
City of Fountain Valley  
City of Huntington Beach  
Community Action Partnership  
Community SeniorServ  
Concord College  
County of Orange  
Edinger Medical Group  
Fountain Valley Chamber of Commerce  
Fountain Valley School District  
Golden West College Nursing Program  
Huntington Beach Chamber of Commerce  
Huntington Beach Council on Aging (HBCOA)  
Huntington Beach Senior Outreach Center  
Kiwanis Club of Fountain Valley  
Memorial HealthCare IPA  
Monarch HealthCare IPA  
Nhan Hoa and Asian Community Clinics  
Nutrition and Physical Activity Cooperative of Orange County (NuPAC OC)  
Office of Assemblyman Allan Mansoor  
Office of Assemblyman Van Tran  
Office of Congressman Dana Rohrabacher  
Office of Congresswoman Loretta Sanchez  
Office of Orange County Supervisor Janet Nguyen  
Office of Orange County Supervisor John Moorlach  
Orange Coast College  
Orange County Health Needs Assessment (OCHNA)  
Office of State Senator Tom Harman

Pacific College  
Saddleback College  
Social Security Administration, Santa Ana office  
St. Anselm Cross Cultural Community Center  
Susan G. Komen Foundation  
Talbert Medical Group  
Vietnamese American Cancer Foundation

## **Appendix 3: Fair Pricing Policy**