

**SADDLEBACK MEMORIAL**  
MEMORIALCARE® HEALTH SYSTEM

**Annual Report and Plan for Community Benefit**

**Saddleback Memorial Medical Center**

**Fiscal Year 2014 (July 1, 2013 – June 30, 2014)**

**Submitted to:**

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## Message from the CEO

Stephen B. Geidt

It is my pleasure to present Saddleback Memorial Medical Center's Community Benefit Report for fiscal year 2014. Saddleback Memorial, with campuses in Laguna Hills and San Clemente, has proudly served the communities in and around South Orange County for more than 40 years.

Saddleback has been in the epicenter of an exploding and aging population. We have always served a community of active seniors, and as this population advances in age, it is no surprise that we face the challenges that are coincidental; a growing incidence of a population with multiple chronic conditions. Saddleback is a bellwether of what the population at large will see in the years to come, with a significant penetration of the population dealing with heart failure, pulmonary disease, cerebrovascular disorders and diabetes. Finding new and innovative ways to provide care and health promotion to this population will continue to be a focus of ours going forward. In addition, we are continuing to work with other community partners in addressing the social determinants of health, including nutrition, transportation, loneliness & depression. We support initiatives around meals, senior transportation, palliative care & hospice, as well as a wide array of community education and support services in these areas.

A serious and growing concern is the advancing diabetes crisis that is connected to obesity, most especially childhood obesity. Left unchecked, this poses one of this country's greatest public health threats, and we must coordinate with all community resources available to improve nutrition and exercise among the entire population in order to address this ticking time bomb.

These factors, and others, have required that we invest ever-more resources into health promotion activities aimed at improving health and reducing preventable visits to the Emergency Department and the hospital. Saddleback, and its sister organizations operating under the MemorialCare banner, are committed to being role models in promoting health to our employees. Through the right mix of education and incentives, we aim to demonstrably improve the health status of our 11,000 employees, especially those with diabetes, hypertension and hyperlipidemia. What we learn, we will continue to apply in our community health efforts.

These, and other local community health needs, are described in this report, along with what SADDLEBACK MEMORIAL is investing in to address them. Saddleback is not alone in this effort; we work in concert with numerous community organizations, churches and government agencies to connect with, and make a difference in the lives of, vulnerable populations.

Sincerely,



Stephen B. Geidt  
Chief Executive Officer

## About the Organization

### 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 is delivering the highest standard of patient care and exceptional clinical outcomes. What sets us apart is our ability to leverage the strengths of our health system, from operational efficiencies and the application of new technologies, to the exchange of ideas, expertise and best practices. It's what we mean when we say: MemorialCare, Excellence in Health Care.

### MemorialCare Health System

MemorialCare Health System is a nonprofit integrated delivery system that includes six top hospitals – Long Beach Memorial, Miller Children's & Women's Hospital Long Beach, Community Hospital Long Beach, Orange Coast Memorial, and Saddleback Memorial Laguna Hills and San Clemente; medical groups – MemorialCare Medical Group and Greater Newport Physicians; a health plan – Seaside Health Plan; and numerous outpatient health centers, imaging centers and surgery centers throughout the Southland (Orange County and Los Angeles County).

### Saddleback Memorial Medical Center

A 325-bed acute care, not-for-profit hospital with two locations, Laguna Hills and San Clemente, Saddleback Memorial Medical Center has been meeting the healthcare needs of South Orange County residents since 1974. Saddleback Memorial treats more than half a million people each year, including inpatients, outpatients, new babies and patients in the emergency department. In addition to 24-hour emergency care, Saddleback Memorial offers complete critical, surgical and obstetrical services, as well as a variety of educational classes and programs in keeping with its mission of enhancing the health and well-being of individuals, families and the community. Its centers of excellence include:

- Saddleback Heart and Wellness Center, including three cardiac catheterization laboratories, an open-heart surgery program, a cardiac rehabilitation program, educational classes, screenings and support groups;
- The Women's Hospital at Saddleback Memorial – Laguna Hills, with LDRP suites, an on-site Level III neonatal intensive care unit, 24/7 on-site specialists has delivered over 60,000

babies in its 25 year history.

- MemorialCare Breast Center at Saddleback Memorial is equipped with the most advanced screening and diagnostic technology. From risk assessments and genetic counseling to diagnostics, individualized treatments and support services, we're here to preserve and restore your wellness.
- Primary Stroke Center at Saddleback Memorial –In recognition of Saddleback Memorial's commitment to provide an extraordinary stroke program, the Joint Commission has certified Saddleback Memorial as an advanced Primary Stroke Center;
- Saddleback Memorial Rehabilitation and Orthopedic Services and Talega Outpatient Rehabilitation Center, offering inpatient and outpatient rehabilitation programs and comprehensive orthopedic services, including hip and knee replacements;
- MemorialCare Cancer Institute at Saddleback Memorial, with a full line of oncology treatments and state-of-the-art radiology service including radiation oncology;
- Hospice of Saddleback Valley provides services that improve quality of life for those facing death, loss and grief by promoting hope, compassion and comfort.

Saddleback Memorial Medical Center opened in 1974 as a result of the efforts of local residents to build a community hospital. Saddleback Memorial's beginnings were humble and have provided a framework of community values that drive policy formulation, strategic planning and collaboration with other organizations. Saddleback Memorial Medical Center's mission, as established by our Governing Board, includes an imperative to enhance the health of our community. We provide accessible, high quality health care services that meet the needs of our community. The strategic planning and budgeting process incorporates community benefit planning.

### **Saddleback Memorial Medical Center Board of Directors**

Saddleback Memorial Medical Center's Governing Board is comprised of community members, civic leaders and physicians, and hospital and corporate administrative leaders.

Barry Arbuckle

Valdemar Ascencio, M.D

Bruce Channing

Sharon Cheever

Patrick D. Donahue

James W. Gauss

Joel Lautenschleger

Donna Rane-Szostak, EdD

Jaci Songstad

Samuel Tang

Lawrence Tran, M.D.

Myron Wacholder, M.D.

### **Community Benefit Oversight Committee**

The CBOC (Community Benefit Oversight Committee) is an advisory committee for Saddleback Memorial's community benefit programs and reports to the Quality Council. The CBOC reviews and validates legal and regulatory compliance specific to community benefit mandates; assures community benefit programs and services are effectively meeting identified community health needs, with emphasis on populations with unmet health needs; and increases transparency and awareness of community benefit activities. The members of the CBOC include:

Melissa Biel, R.N, DPA, Community Benefit MemorialCare Health System

Helene Calvet, M.D., Deputy Health Officer Orange County Health Care Agency

Jan Gameroz, R.N., Manager Community Outreach and Disease Management

Peter J. Mackler, Government Relations and Policy, MemorialCare Health System

Vivian Mendoza, M.D., Saddleback Memorial Chief of Pathology

Kristin Nelson, Principal Las Palmas Elementary School

William Phillips, Saddleback Foundation Chairman Board of Directors

Tony Struthers, Administrator Saddleback Memorial in San Clemente

Susie Schwartz, Saddleback Valley Unified School District Board of Directors

Erin Ulibarri, MPH, Orange County Office on Aging

Marcia Wilson, Laguna Woods Village Social Services Manager

## Our Community

Saddleback Memorial Medical Center has two campuses. The Laguna Hills campus is located at 24451 Health Center Drive, Laguna Hills, California 92653. The San Clemente campus is located at 654 Camino de los Mares, San Clemente, California 92673. The service area is located in Orange County and includes 21 zip codes, representing 16 cities or communities. Saddleback Memorial determines the service area by assigning zip codes based on patient origin for hospital discharges. Approximately 85% of admissions come from these zip codes. The Saddleback Memorial service area is presented below by community and zip code.

### Saddleback Memorial Service Area

City	Zip Code
Aliso Viejo	92656
Capistrano Beach	92624
Dana Point	92629
Foothill Ranch	92610
Irvine	92603, 92604, 92606, 92620
Ladera Ranch	92694
Laguna Beach	92651
Laguna Hills	92653
Laguna Niguel	92677
Laguna Woods	92637
Lake Forest	92630
Mission Viejo	92691, 92692
Rancho Santa Margarita	92688
San Clemente	92672, 92673
San Juan Capistrano	92675
Trabuco Hills	92679

## Map of the Saddleback Memorial Medical Center Service Area



### Community Health Needs Assessment

Saddleback Memorial has undertaken the 2013 Community Health Needs Assessment (CHNA) as required by state and federal law. California Senate Bill 697 and the Patient Protection and Affordable Care Act and IRS section 501(r) (3) direct tax exempt hospitals to conduct a community health needs assessment and develop an Implementation Strategy every three years.

The Community Health Needs Assessment is a primary tool used by Saddleback Memorial to determine its community benefit plan, which outlines how it will give back to the community in the form of health care and other community services to address unmet community health needs. This assessment incorporates components of primary data collection and secondary data analysis that focus on the health and social needs of the service area.

The hospital partnership has the potential to improve the health status of the community through program development, access to services and availability of services. Additionally, the report allows community partners to identify gaps in services and to provide opportunities for collaborative partnerships to address the issues.

The health needs were identified from issues supported by primary and secondary data sources gathered for the Community Health Needs Assessment. The needs were indicated by stakeholder interviews, a focus group, and secondary data sources. The needs were confirmed

by more than one indicator or data source (i.e., the health need was suggested by more than one source of secondary or primary data). In addition, the health needs were based on the size of the problem (number of people per 1,000, 10,000, or 100,000 persons); or the seriousness of the problem (impact at individual, family, and community levels).

At a meeting of the Community Benefit Oversight Committee, the health needs were prioritized through a structured process using defined criteria. This Implementation Strategy addresses the health needs identified through the CHNA.

### **Priority Health Needs**

The health needs that were addressed by Saddleback Memorial through its community benefit programs and activities are:

- Access to care
- Chronic Diseases

### **Program Impact**

Saddleback Memorial has established impact measures and objectives for the community benefit programs. For example, measures may include documenting persons served, identifying increases in knowledge and/or identifying changes in behavior as a result of the programs

## **Community Benefit Services Summary FY2014**

Community benefit services promote health and healing and are focused on addressing the identified unmet health needs of the community. For a program or service to be considered a community benefit it must: improve access to health care; or enhance the health of the community; or advance medical or health care knowledge; or reduce the burden of government or other non-profit community efforts.

### **Community Health Education**

Health education classes and events were made available to the public at no cost. Community health education targeted the community at large, populations with, or at risk of, chronic disease, seniors and populations with health disparities. Examples of activities included:

- Free lactation consultation was provided by registered nurses to 1,750 new mothers using the Lactation Help Line, which is open to the community
- Tobacco Use Prevention Program  
Free smoking cessation classes were provided at Saddleback Memorial during FY14. Daytime and evening classes were offered through a partnership with the Tobacco Use Prevention Program (TUPP), a grant-funded program through the Orange County Health Care Agency. Follow-up telephone calls are made to participants who complete the classes to ascertain whether the participants have remained tobacco-free. The TUPP director reported the following FY14 results:
  - 15 attendees completed the 5 session classes.
  - 30 days follow-up was conducted with 15 attendees. 7 out of the 15 attendees were tobacco free at 30 days follow-up
- Diabetes classes were offered monthly on diabetes related topics with 250 individuals attending during FY14
- Saddleback Memorial employees participated in a variety of corporate and community health fairs during FY14
- General health education classes were held at Saddleback Memorial, community organizations, corporations, and other businesses.
- Support groups for community residents and family members/caregivers included:
  - Perinatal Bereavement Program – 38 people attended this program designed to help bereaved parents.
  - Cancer Support Group – For people with cancer and their significant others. Eight people attended during FY 14
- Free screenings and health awareness events were held at Saddleback Memorial during FY14 to encourage healthy behaviors, improve preventive practices, and provide early detection of diseases.
- Nineteen women participated in the Look Good Feel Better program, which is a partnership program with the American Cancer Society designed for women undergoing treatment for cancer.

- Senior Advocacy –329 older adults received assistance on a variety of insurance issues over the phone or in person at the Florence Sylvester Memorial Senior Center and assisted living facilities in the community during FY14. Twenty older adults needing assistance with dual eligibility (Medicare/Medi-Cal).
- Over 300 der adults attended Medicare seminars at a variety of locations in the community.
- Saddleback Memorial Physical Therapists provided two-weekly balance and conditioning classes at the Florence Sylvester Memorial Senior Center, and weekly classes at the Tower assisted living facility to assist older adults in learning techniques to help prevent falls and the associated injuries. These programs were provided free of charge.

### Health Promotion Activities

- CareConnections newsletter was mailed to service area residents to notify the community of free classes, support groups, and screenings offered at the hospital. The information was also posted on our website.
- Senior CareConnections newsletters were mailed to senior residents to notify them of free health classes and events for seniors and provide education on a variety of health topics
- The Cancer Nurse Navigator (CNN) was an active member of the Orange County Cancer Coalition during FY14, supporting California and Orange County cancer control initiatives locally. Serving as a subject matter expert, the CNN responded to calls from the community and from the MemorialCare Website for cancer-related information. The CNN approved and released Saddleback Memorial’s information regarding annual cancer diagnoses, by stage and site, to sources such as the American Cancer Society for public review, to facilitate decision-making when patients anywhere are choosing a cancer treatment center. The Saddleback Memorial Cancer Program sponsored a community health fair specific to cancer awareness, prevention, and screening, during FY14. The Cancer Nurse Navigator (CNN) participated in corporate and community events by providing printed resources and clinical expertise. In addition, the CNN promoted cancer screening and prevention programs through telephone interviews, live and taped televised interviews and written articles.
- COPD Whiteboard Committee  
The Chronic Obstructive Pulmonary Disease (COPD) Whiteboard Committee made up of physicians and other providers and healthcare professionals from Saddleback Memorial and from around the community, convened bi-monthly during FY14 to address issues related to COPD, which is now the 3<sup>rd</sup> leading cause of death in the United States. Taking a population health approach to this health issue, the committee identified prevention and early detection strategies as a first year project. COPD lectures and pulmonary screenings were held in the community and at Saddleback Memorial Medical Center. In addition to community screenings, hospitalized patients who meet certain criteria are screened to detect this disease as it is estimated that half of those with the disease, are unaware they have the disease at the earlier stages. Committee members developed similar and other programs at their facilities.

During FY14 the committee developed an inhaler use protocol, as studies have revealed that COPD and other respiratory disease exacerbations can be prevented through the proper use of inhalers.

- Disease Management Program - Heart failure and Chronic Obstructive Pulmonary Disease (COPD) are two of the most common diagnoses for patients discharged from Saddleback Memorial. Patients who have frequent readmissions back to the hospital are at risk for a decrease in their quality of life and reduced functional status. The Disease Management (DM) Program was developed to provide a comprehensive and multidisciplinary approach to meet the needs of our patients and community, who are living with one or more of these and other chronic diseases. The Heart Failure and COPD program objective is to teach self-management skills specific to the condition, to improve functionality and quality of life by preventing hospital readmissions. The Disease Management team consists of the of Community Outreach Manager, a Pulmonary Nurse Practitioner Coordinator, Heart Failure Nurse Practitioner Coordinator and two Telehealth Nurses. The nurse practitioners make home visits to perform assessments of the participant as well as an environmental assessment. The nurse practitioners also perform medication reconciliation. Intensive education, using the teach-back technique and coaching using motivational interviewing continues with the nurse practitioners through home visits and telephone calls, lasting as long as the participant needs these tools to learn the necessary self-management skills. As the participants progress through the program, the Telehealth RNs make follow-up phone calls to reinforce the education on self-management skills. Over 144 participants were enrolled in the program during FY14.

### **Health Professions Education**

Includes education programs for nursing students, and other health professionals.

- 479 nursing students participated in clinical rotations at Saddleback Memorial from various schools of nursing during FY14.
- Other health professionals are educated and perform their clinical hours and/or internship rotations at Saddleback Memorial in the laboratory, imaging services, clinical nutrition, and pharmacy services.
- Silverado High School Health Academy Program - Students deemed to be at high-risk of not completing high school, job shadowed employees in various health care positions at Saddleback Memorial High during FY14. The goal of the program is for these students to graduate from high school and train or go on to college to pursue a career in healthcare. Approximately students job shadowed employees for approximately 45 minutes, one day a week, for 6 weeks.
- Medical Careers in Action -Through a partnership with Vital Link Inc., Saddleback Memorial held a program that provided high school students with a glimpse into healthcare careers through a performance where physicians, nurses and other health care providers enacted what they do on a daily basis, to interest students in a healthcare career. The “performers” stayed for an hour-long question and answer period where students learned

more about the careers available in healthcare. Approximately 260 high school students and instructors attended the program during FY14.

### **Subsidized Health Services**

Clinical programs provided despite a financial loss. Negative margins remain after removing charity care, bad debt and shortfalls from Medi-Cal. The services meet a community need and if not offered would be unavailable in the area or become the responsibility of the government or another non-profit organization.

### **Cash and In-Kind Contributions**

Funds and in-kind services donated to community groups and non-profit organizations, charity events and sponsorships.

- Saddleback Memorial provided in-kind donations of staff time, which was estimated to be in excess of 40 hours, to provide gifts for 37 underserved families and seniors. Refreshments for 100 people were provided the day of the celebration for the recipients of the gifts, which are donated by employees and medical staff.
- Age Well Senior Services provides non-emergency transportation to South Orange County seniors to medical and other appointments, which included dialysis, vision, dental, physical and occupational therapy, and to adult day care, to and from senior centers, from Newport Beach to San Clemente. 40,982 one-way trips were provided to seniors during the first 9 months of FY14.
- American Heart Association
- American Heart Association Heart Chase
- Boys and Girls Club of South Coast Area
- Family Assistance Ministry
- San Clemente Rotary Foundation
- San Clemente Community Resource Center

### Coalition Building and Advocacy

Hospital representatives serve on a number of local, regional and state level organizations and committees that address health improvement. MemorialCare engages in local, state and national advocacy efforts that support access to health care.

### **Non-Quantifiable Benefits**

In addition to the quantifiable community benefits provided by Saddleback Memorial, various non-quantifiable programs and services were offered. Some of these non-quantifiable benefits include:

- Saddleback Memorial is one of the City of Laguna Hill's largest employers and as such strives to create a healthy work environment through the Good Life program, which focuses on the health and wellness of employees and their families. As part of MemorialCare,

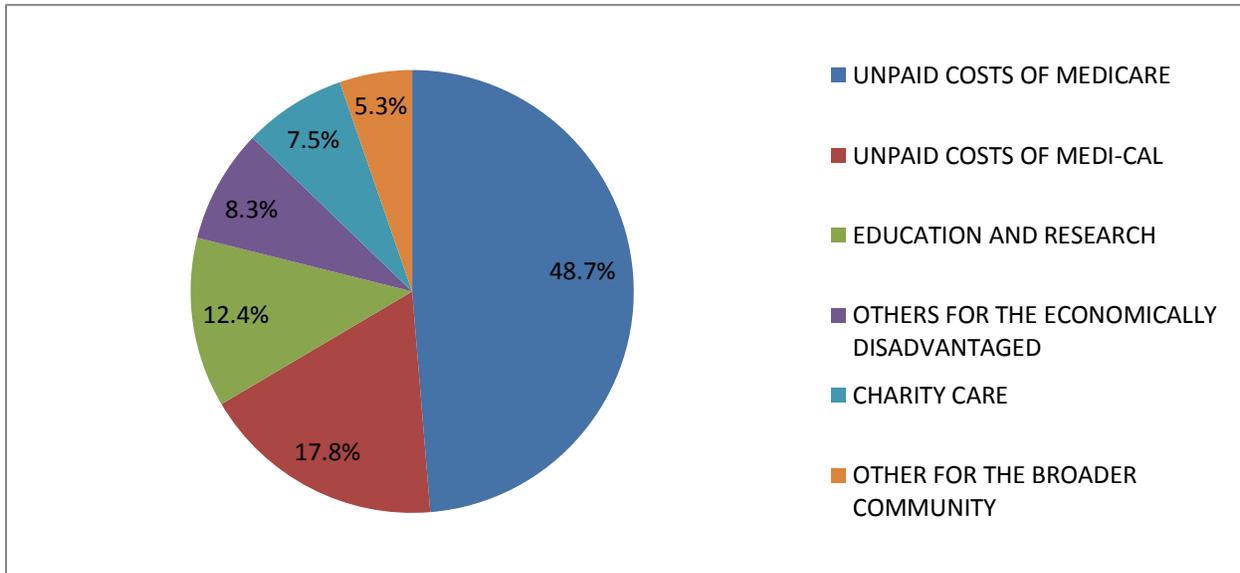
Saddleback Memorial provides a supportive work environment where employees are encouraged and empowered to eat well, get more exercise and quit smoking.

- Saddleback Memorial offers an extensive volunteer program, helping to meet the social and educational needs of youth and senior community members.
- Saddleback Memorial provides Pastoral Care Services that respond to the community's spiritual needs.
- Saddleback Memorial's executives and staff work in collaboration with community service organizations. Saddleback Memorial provides leadership and actively works with both public and private organizations and agencies in our community to address health care and social issues.
- Saddleback Memorial Courtesy Bus Transportation - served 2,664 individuals during FY14.

## Saddleback Memorial Medical Center

### Community Benefit Summary FY14 (July 1, 2013 - June 30, 2014)

Community Benefit Categories		Net Benefit
1.	CHARITY CARE <sup>1</sup>	\$2,340,000
2.	UNPAID COSTS OF MEDI-CAL <sup>2</sup>	\$5,578,000
3.	OTHERS FOR THE ECONOMICALLY DISADVANTAGED <sup>3</sup>	\$2,583,000
4.	EDUCATION AND RESEARCH <sup>4</sup>	\$3,868,000
5.	OTHER FOR THE BROADER COMMUNITY <sup>5</sup>	\$1,659,000
	<b>TOTAL QUANTIFIABLE COMMUNITY BENEFIT LESS UNPAID COST OF MEDICARE</b>	<b>\$16,028,000</b>
6.	UNPAID COSTS OF MEDICARE <sup>2</sup> <b>TOTAL QUANTIFIABLE COMMUNITY BENEFITS</b>	\$15,230,000 <b>\$31,258,000</b>



<sup>1</sup> Charity Care - Includes traditional charity care write off to eligible patients at reduced or no cost based upon 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 costs are determined as part of the VHA Community Benefit package and are based on the overall cost to charge ratio.

<sup>3</sup> Includes other payers for which the hospital receives little or no reimbursement.

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

<sup>5</sup> Includes many non-billed activities, such as community education, screenings, support groups and health support services.

## **Community Benefit Plan FY2015**

Saddleback Memorial will continue to develop institutional support for community benefit and establish activities and programs to address the identified unmet health needs in our service area. With established leadership oversight for community benefit, we will initiate program planning, implementation, and evaluation; and enhance the sustainability of organizational and programmatic commitments.

As a result of the 2013 Community Health Needs Assessment, priority health needs were identified that the hospital chose to address through its Implementation Strategy. For Saddleback Memorial, selected Community Benefit efforts focus on increasing and supporting access to health care services through direct programs and partnerships with local community-based organizations.

### **Addressing Health Needs**

The Implementation Strategy developed from the 2013 Community Health Needs Assessment, spans the period 2013-2016. Saddleback Memorial will continue to meet the identified priority health needs; access to care and chronic diseases through a commitment of resources, activities, programs and services. The hospital will reduce a common barrier to accessing care by offering support for medical transportation for seniors. Saddleback Memorial plans to increase its emphasis on population health management strategies and partnership development with community agencies, to expand our reach into the community and provide services that compliment rather than duplicate existing programs.

We will provide programs and support partnerships that focus on the prevention, early detection, and management of chronic diseases and conditions to include: chronic obstructive pulmonary disease, heart failure, and diabetes, and the health risks that cause these diseases.

Forming partnerships and collaborating with community agencies that address the health and social needs of the adult and older adult population is fundamental to Saddleback Memorial's Community Benefit program, with the emphasis on population health strategies and programs. These agencies may include local senior centers, skilled nursing facilities, faith-based groups, and other organizations that provide services as part of the continuum of care for our shared senior population.

Saddleback Memorial will provide health education and support groups that focus on a variety of topics related to health and wellness, healthy eating, disease and injury prevention, and smoking cessation and support of programs. Provide programs focusing on prevention, early detection and management of chronic disease and access to care. Additional strategies include an emphasis on population health programs, services, and activities and developing partnerships/collaborations with community agencies.

### Fostering Community Partnerships

Working together we can build community capacity. We are committed to fostering partnerships with community based organizations, community clinics, government agencies, schools and school districts, the faith community, public health, and public safety agencies. Our community benefit plan includes maintaining current partnerships and exploring opportunities to engage with new partners. Appendix 1 is a partial list of our partners.

## **Appendix 1 – Community Partners**

In keeping with the community benefit principle to actively build community capacity and the overall mission and commitment to improve the health and wellbeing of individuals, families and our communities, Saddleback Memorial cultivates and maintains strong ties with community stakeholders. The following list is not all-inclusive.

Age Well Senior Services  
American Cancer Society  
American Diabetes Association  
American Heart Association  
American Stroke Association  
Association of Community Cancer Centers  
Boys and Girls Club of San Clemente  
City of San Clemente  
Community Resource Center of San Clemente  
Concordia College  
Cypress College  
Family Assistance Ministries  
Golden West Community College  
March of Dimes  
Orange County Cancer Coalition