

LOOKING TO THE FUTURE

This is an exciting and challenging time for our healing ministry. In order to respond to the desires of our patients, the demands of the market, and the needs of our communities, we are striving to rethink and re-imagine all aspects of the work we do. We are committed to creating systems and structures that are more attuned to the needs of the people we are privileged to serve and which enable us to make our Mission and Values more visible in our daily work lives.



Creating Lasting Change in Our Communities

St. Joseph Health System has a longstanding tradition of improving the health of families and communities we serve. As a Catholic, nonprofit health system, our Mission calls us to provide programs and services – such as community health clinics, mobile medical and dental vans, family resource centers, and counseling services – designed to meet unmet needs and improve the health and quality of life of people living in our communities.

Many of our services provide hope and healing to those with illness, disease, or chronic conditions, and are designed to restore health. Sometimes, though, short-term interventions are not entirely effective in resolving complicated conditions. Therefore, we must challenge ourselves to do more.

ACCESSING BETTER CARE FOR DIABETICS (ABCD) PROJECT

St. Joseph Hospital, Orange, California

Diabetes can be a very difficult disease to treat due to the myriad of serious health problems that often go hand in hand with the disease. To complicate matters, the incidence of diabetes is rising in the United States and disproportionately affects people who are materially poor and lacking the most resources. A particularly debilitating complication of diabetes is the effect it can have on vision.

Many people living with diabetes develop cataracts and glaucoma, and some suffer from a particularly serious assault upon the retina called diabetic retinopathy, which causes small hemorrhages to dot and cloud the retina, resulting in decreased vision and sometimes blindness. The potential for



COMMUNITY BUILDING INITIATIVE

Rio Dell, California

Sometimes, changes have the biggest impact and the most sustainable effect when led by community residents. In Rio Dell, a rural town in Humboldt County, a Community Building Initiative led by St. Joseph Health System - Humboldt County, Humboldt Area Foundation, the City of Rio Dell, and the Rio Dell Community Action Forum has imbued the town with a restored sense of community pride and yielded significant results. Like many small towns, Rio Dell struggled for years trying to formulate the right recipe for success. Unfortunately, with few resources, high unemployment, and a stagnant local economy, the town seemed unable to arrive at a formula that worked.

A key ingredient in the town's turnaround was a three-year grant funded by the St. Joseph Health System Foundation. The initiative built upon the existing assets of community leaders and focused on increasing resident participation in identifying and creating economic development opportunities designed to strengthen the community. The unique partnership engaged community members, the City, local businesses, funders, the school and County economic development officials to create a new sense of community in Rio Dell – including a bright, new gateway to the city and new ways of developing resident-owned businesses.

The results have been impressive. Unemployment is down by 3 percent, applications for new business licenses are up, membership in the chamber of commerce has increased substantially, and revenues from local businesses continue to grow. As welcome as all these developments are, even more impressive is the restored sense of community local residents are experiencing. The trash and abandoned cars that once littered the town are disappearing. Houses are taking on a new sheen inspired by renewed pride of ownership and concern for the community, and as residents of the town will now tell you, Rio Dell feels like home again.

This year, we embarked upon three large initiatives designed to go deeper in understanding and responding to root causes of health, to serve as a catalyst for change, and to transform the way we provide support.

☐ Needs and Asset Assessments

Each of our healthcare ministries engaged in a process to assess local community needs and assets in order to identify priority focus areas for community benefit efforts. Working collaboratively in our communities, we are designing plans of action that will strategically address key healthcare needs for the next three years. These plans will provide a roadmap for our community benefit programs and enable us to track our progress and demonstrate measurable impacts within the communities we serve. This increased accountability with internal and external stakeholders will insure that we are truly addressing areas of need.

loss of sight due to this disease is significant; therefore, it is important for diabetics to receive early treatment and ongoing checkups to avoid losing their sight. Unfortunately, many community clinics lack the resources to offer specialty treatment for eye disorders, but a new program led by St. Joseph Hospital aims to facilitate eye health among people living with diabetes.

Working in collaboration with other Orange County community clinics, the Accessing Better Care for Diabetics (ABCD) project provided 1,796 mobile eye screenings and follow-up visits throughout the county. Education sessions are provided by *promotoras* (or community health workers), and this creative and dynamic approach to healthcare allows diabetics to keep sight of their overall health.

VISITANTES INFORMACION ACCESO

*St. Joseph Health System
– Sonoma County*

The delivery of exceptional healthcare can sometimes be compromised by something as simple as an incomplete patient record. This is especially true when the patient record belongs to someone who changes addresses frequently. Even when migrant workers are able to access healthcare, the care is sporadic and fragmented as the workers move from job to job and community to community, leaving their medical records, test results and care plans behind, resulting in unnecessary duplication of services and uncoordinated care. This lack of continuity in their healthcare contributes to poor health outcomes and increased costs for an already burdened healthcare system.

An innovative program in development at St. Joseph Health System – Sonoma County empowers migrant workers to maintain continuity of healthcare and avoid duplicative tests, procedures and expenses. The internet-based program, Visitantes Informacion Acceso (Visitors Information Access or VIA), is a user-friendly system that creates an easy path to online personal health records, as well as accommodates the cultural and linguistic needs of clients. Information in the record is password-protected and can be accessed and downloaded only by the patient or a designated representative, such as an approved healthcare provider. In addition to the patient's health information, the file also includes a printable emergency card listing the patient's providers, medications and chronic health conditions. The program allows patients to store photos for identification purposes and creates an e-mail account, enabling patients to maintain contact with families, caregivers, employers and each another.

VIA is accessible from many sources, including resource centers, provider and clinic offices, libraries and housing programs. Best of all, it improves workers' access to care by providing community-based information on local clinics, programs and services, thereby empowering workers to understand their health conditions and obtain needed resources.

Advancing the State of the Art in Community Benefit (ASACB)

St. Joseph Health System is a founding partner in a national demonstration project called Advancing the State of the Art of Community Benefit (ASACB), which aims to provide the healthcare field with refined tools that increase accountability and strategically focus limited community resources. This project, led by the Public Health Institute and implemented in collaboration with multiple healthcare systems and hospitals, including Catholic Healthcare West, Lucille Packard Children's Hospital, Whittier Presbyterian Intercommunity Hospital and Texas Health Resources, is primarily aimed at increasing systemwide accountability for performance in the area of community benefits. We thank the California Endowment and UniHealth Foundation for their support of this project, which has enabled us to begin a second phase of the ASACB project with two pilot sites at Memorial Hospital in Santa Rosa, Calif., and St. Jude Medical Center in Fullerton, Calif.





⊖ **Advocating for Long-term Healthcare Change**

We are called by our Mission and Values to work with others to create a system of medical access that includes every person. As our Value of Justice states: *We advocate for systems and structures that are attuned to the needs of the vulnerable and disadvantaged and that promote a sense of community among all persons.* We believe that the provision of healthcare is a dimension of social justice, and for many years now we have had a dream of long-term systemic healthcare reform. Of course, undertaking a true *re-forming* and re-imagining of our national healthcare system will require a social movement akin to those that led to abolition and civil rights. But circumstances require that we think in terms of a national health infrastructure that works for everyone and which doesn't merely plug the holes in the current safety net. We are committed to working to engage citizens throughout this country in a national conversation about healthcare and in leading the effort to see that their voice is heard. That is why we have made enhancing awareness and understanding of the need for long-term change in our national healthcare system one of our three strategic priorities for 2006.

For the next several years, we will be working in the communities we serve to continue providing innovative programs and services that address concerns identified in the needs/assets assessments. We will also continue to seek opportunities to collaborate within our communities and build community capacity for truly improving quality of life.



MISSION ASTHMA EDUCATION PROGRAM

Mission Hospital, Mission Viejo, California

Asthma has become an extremely serious health problem for the children in this country. It is now the most common chronic disorder in childhood, currently affecting nearly 6.5 million children. It is also the third-leading cause of hospitalization among children under the age of 15, and if not properly managed can sometimes be a life-threatening disease. The annual direct and indirect healthcare costs of treating asthma run to the billions of dollars every year, and children afflicted with asthma miss significantly more school and visit the emergency room more often than those not affected.

Mission Hospital is doing something to help children with asthma through developing a comprehensive community-based approach to asthma education. The program is designed to work through the schools, where teachers and nurses often see children suffering from asthma. Afflicted children are enrolled in the program, where they and their parents are given assistance in seeking care, obtaining health insurance, selecting a medical provider and purchasing medications. Home visits with a *promotora* – or community health worker – are then arranged, and the families are assisted in ways to manage the disease and related allergies at home and school. Parents are also provided with the tools to advocate with doctors for additional information or treatment protocols. The children are also granted access to a community partner's mobile asthma clinic – known affectionately as the *Breathmobile* – where they are able to see healthcare professionals who help them monitor their breathing and administer medications.

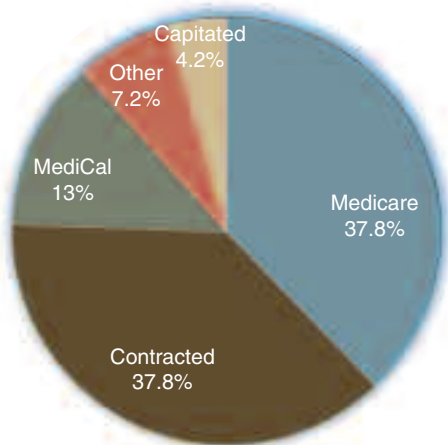
The program takes a potentially dangerous chronic condition and helps families make it more manageable while also imbuing the program with kid-friendly details that can make the process fun. As a result of the program, emergency room visits have been reduced by 87 percent, hospitalization has been reduced by 100 percent, and for this population school absences have been reduced to almost none, which helps everyone breathe a little easier.

Benefit to the Community

(fiscal year ended June 30, 2005, in thousands of dollars)

	Amount	% of Total Expense	Amount	
Benefits for the poor:				
Traditional charity care	33,231	1.11%	Mission Hospital	49,323
Community services for the poor	21,808	0.73%	St. Joseph, Orange	38,088
Unpaid cost of state and local programs	102,154	3.40%	St. Jude Medical Center	33,702
Total quantifiable benefits for the poor	157,193	5.23%	St. Jude Heritage Healthcare, North	3,434
			St. Joseph Heritage Healthcare, Central System Office	977
				4,240
			St. Mary Medical Center	4,106
			Queen of the Valley	20,402
Benefits for the broader community:				
Unpaid cost of federal programs	209,887	6.98%	Santa Rosa Memorial	62,023
Community services for the broader community	16,526	0.55%	Petaluma Valley	13,088
Total quantifiable benefits for the broader community	226,413	7.53%	St. Joseph Home Care Network, North	1,023
			St. Joseph, Eureka	26,626
			Redwood Memorial	5,172
			Covenant	101,415
Total quantifiable community benefits	383,606	12.76%	Covenant Medical Group	9,574
			Covenant Levelland	3,847
			Covenant Plainview	6,566
			St. Joseph Health System Total	383,606

Payer Mix



Key Indicators

	2003	2004	2005
FTEs (FY average)	18,157	17,880	18,271
FTEs (at June 30)	17,844	18,020	18,452
ALOS	4.94	4.90	4.91
Community Benefits (in thousands of dollars)	300,291	310,633	383,606
Home Visits	373,600	368,609	350,257
Outpatient Visits	1,881,134	1,928,907	1,957,717
Clinic, CAP, FFS Visits	1,336,457	1,111,692	1,079,157
Community Clinic and Van Encounters	N/A	179,000	192,000
Discharges	139,173	139,279	135,706
Maternity (Deliveries)	18,706	19,004	19,759
E.R. Outpatient Visits	375,020	394,213	406,895