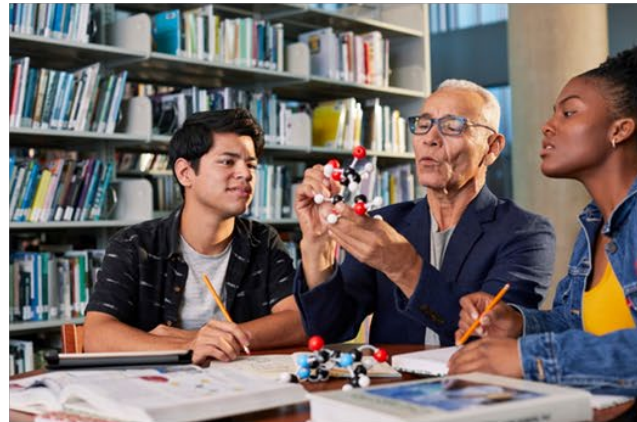


2022 Implementation Strategy



Kaiser Permanente of the Northwest
Kaiser Permanente Sunnyside Medical Center

License number: 1073

Kaiser Permanente Westside Medical Center

License number: 14-172

Approved by Kaiser Foundation Hospitals Board of Director's Community Health Committee

September 27, 2022



Kaiser Permanente of the Northwest 2022 IMPLEMENTATION STRATEGY

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General information

Contact Person	Daniel J. Field, Executive Director, Community Benefit & Govt Affairs
Date of written plan	June 10, 2022
Date written plan was adopted by authorized governing body	September 27, 2022
Date written plan was required to be adopted	May 15, 2023
Authorized governing body that adopted the written plan	Kaiser Foundation Health Plan, Inc., Kaiser Foundation Hospitals, Board of Directors, Community Health Committee
Was the written plan adopted by the authorized governing body on or before the 15 th day of the fifth month after the end of the taxable year the CHNA was completed?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Date facility's prior written plan was adopted by organization's governing body	March 18, 2020
Name and EIN of hospital organization operating hospital facility	Kaiser Foundation Hospitals, 94-1105628
Address of hospital organization	One Kaiser Plaza, Oakland, CA 94612

Kaiser Permanente of the Northwest 2022 Implementation Strategy

Summary

Kaiser Permanente is an integrated health care delivery system comprised of Kaiser Foundation Hospitals, Kaiser Foundation Health Plan, and physicians in the Permanente Medical Groups. For 75 years, Kaiser Permanente has been committed to shaping the future of health and health care — and helping our members, patients, and communities experience more healthy years. We are recognized as one of America's leading health care providers and nonprofit health plans.

Every three years Kaiser Permanente of the Northwest conducts a community health needs assessment (CHNA) and identifies significant health needs. To address those needs, Kaiser Permanente of the Northwest has developed an implementation strategy (IS) for the priority needs it will address, considering both Kaiser Permanente's and the community's assets and resources. The CHNA-IS process is driven by a commitment to improve health equity and is intended to be transparent, rigorous, and collaborative.

For the 2023-2025 IS, Kaiser Permanente of the Northwest has identified the following significant health needs to be addressed in the IS, in priority order:

1. Housing
2. Access to care
3. Mental & behavioral health
4. Income & employment

Kaiser Permanente of the Northwest's CHNA report and three-year IS are publicly available at <https://www.kp.org/chna>.

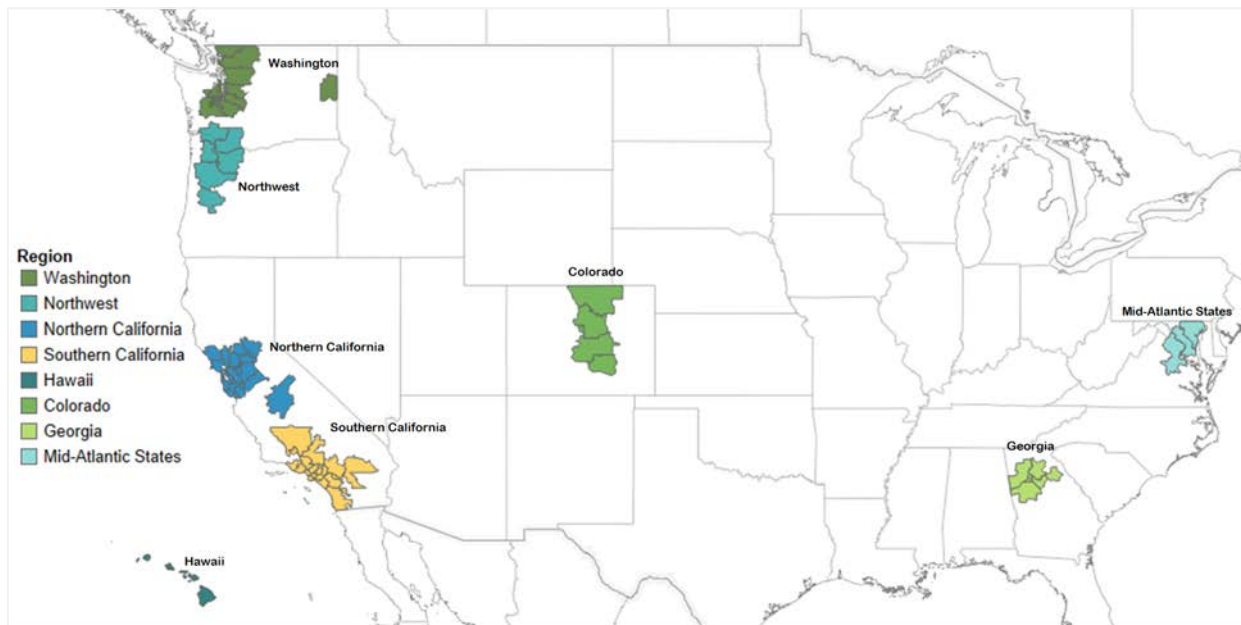
Introduction/background

About Kaiser Permanente

Kaiser Permanente is an integrated health care delivery system comprised of Kaiser Foundation Hospitals, Kaiser Foundation Health Plan, and physicians in the Permanente Medical Groups. For 75 years, Kaiser Permanente has been committed to shaping the future of health and health care — and helping our members, patients, and communities experience more healthy years. We are recognized as one of America’s leading health care providers and nonprofit health plans.

Kaiser Permanente is committed to helping shape the future of health care. Founded in 1945, Kaiser Permanente has a mission to provide high-quality, affordable health care services and to improve the health of our members and the communities we serve. We currently serve 12.5 million members in 8 states and the District of Columbia. Care for members and patients is focused on their total health and guided by their personal Permanente Medical Group physicians, specialists, and team of caregivers. Our expert and caring medical teams are empowered and supported by industry-leading technology advances and tools for health promotion, disease prevention, state-of-the-art care delivery, and world-class chronic disease management. Kaiser Permanente is dedicated to care innovations, clinical research, health education, and the support of community health.

Kaiser Permanente regions and CHNA service areas



About Kaiser Permanente Community Health

At Kaiser Permanente, we recognize that where we live and how we live has a big impact on our health and well-being. Our work is driven by our mission: to provide high-quality, affordable health care services and to improve the health of our members and our communities. It's also driven by our heritage of prevention and health promotion, and by our conviction that good health is a fundamental right.

As the nation's largest nonprofit, integrated health system, Kaiser Permanente is uniquely positioned to improve the health and wellbeing of the communities we serve. We believe that being healthy isn't just a result of high-quality medical care. Through our resources, reach, and partnerships, we are addressing unmet social needs and community factors that impact health. Kaiser Permanente is accelerating efforts to broaden the scope of our care and services to address all factors that affect people's health. Having a safe place to live, enough money in the bank, access to healthy meals, and meaningful social connections is essential to total health. Now is a time when our commitment to health and values compel us to do all we can to create more healthy years for everyone. We also share our financial resources, research, nurses and physicians, and our clinical practices and knowledge through a variety of grantmaking and investment efforts.

As we reflect on how 2020 changed the world, we must recognize that communities everywhere are coping with unprecedented challenges magnified by the COVID-19 pandemic and a renewed struggle for racial equity and social justice.

Through our continued focus on expanding our community health approach we laid the foundation for an acceleration of work to meet the challenges posed by the public health crises we now face. We dedicated ourselves to improving the social health of our 12.5 million members and the millions of people who live in the communities we serve.

Learn more about Kaiser Permanente Community Health at <https://about.kaiserpermanente.org/community-health>.

Kaiser Permanente's approach to community health needs assessment

The Affordable Care Act (ACA) was enacted in March 2010 to make health insurance available to more people, expand the Medicaid program, and support innovative medical care delivery to lower health care costs. The ACA also requires that nonprofit hospitals conduct a community health needs assessment (CHNA) every three years and develop an implementation strategy (IS) in response to prioritized needs.

Kaiser Permanente's CHNA process is driven by a commitment to improve health equity. Our assessments place a heavy emphasis on how the social determinants of health — including structural racism, poverty, and lack of access to health-related resources such as affordable housing, healthy food, and transportation — are affecting the health of communities. By analyzing community-level data and consulting individuals with deep and broad knowledge of health disparities, the Community Health team in each KP service area has identified and prioritized needs unique to the community served. Each service area has developed an IS for the priority needs it will address, considering both Kaiser Permanente's and the community's assets and resources.

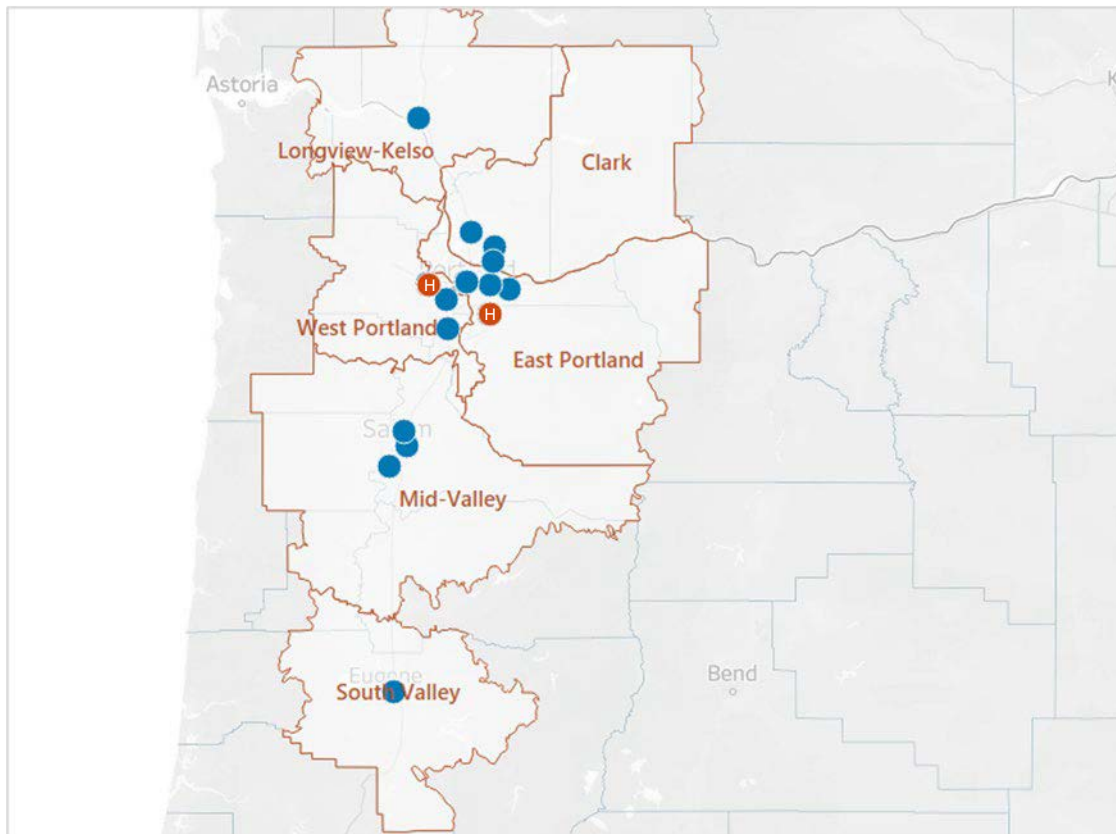
The Kaiser Permanente of the Northwest 2022 CHNA report and three-year IS are available publicly at <https://www.kp.org/chna>. In addition, the IS will be filed with the Internal Revenue Service using Form 990, Schedule H.

Community served

Kaiser Permanente defines the community served as those individuals residing within its service area. The Kaiser Permanente of the Northwest hospital service area includes all residents in a defined geographic area surrounding its medical facilities and does not exclude low-income or underserved populations.

Northwest region and service areas

 Kaiser Permanente hospital  Kaiser Permanente medical offices



Northwest region demographic profile

Total population:	3,693,668
American Indian/Alaska Native	0.8%
Asian	6.0%
Black	2.4%
Hispanic	13.7%
Multiracial	3.7%
Native Hawaiian/other Pacific Islander	0.5%
Other race/ethnicity	0.2%
White	72.7%
Under age 18	21.7%
Age 65 and over	15.3%

Community health needs

Significant health needs identified in the Kaiser Permanente of the Northwest 2022 CHNA report

Each Kaiser Permanente service area analyzed and interpreted the primary and secondary data to determine what constitutes a health need in the community. Once all the community health needs were identified they were prioritized, resulting in a list of significant community health needs in the Northwest region, listed below.

1. Housing
2. Access to care
3. Mental & behavioral health
4. Income & employment
5. Food insecurity

Kaiser Permanente's implementation strategy process

Identifying the highest priority needs with an equity lens informs our community investments and helps us develop strategies aimed at making long-term, sustainable change, allowing us to deepen the strong relationships we have with other organizations that are working to improve community health.

To identify the significant health needs that Kaiser Permanente of the Northwest will address in the 2022 three-year Implementation Strategy, Kaiser Permanente of the Northwest Community Health considered a set of criteria that includes:

- Severity and magnitude of need: How health measures compare to national or state benchmarks, the relative number of people affected, impact of COVID-19 on the need
- Community priority: The community prioritizes the issue over other issues
- Clear disparities or inequities: Differences in health factors or outcomes by geography, race/ethnicity, economic status, age, gender, or other factors
- Leveraging Kaiser Permanente assets: Kaiser Permanente can make a meaningful contribution to addressing the need

Health needs Kaiser Permanente of the Northwest plans to address

The health needs in the Northwest region that will be addressed during 2023-2025 are:

1. Housing: Housing is a high need in the Northwest region. Residents experience higher than average housing costs and rents. Compounding access to affordable homeownership is an on-going housing scarcity that began in the pandemic. Currently, houses for sale are on the market for a few days and often receive multiple offers. This makes it hard for first time-home buyers and individuals with poor credit history, both factors that disproportionately impact people of color, to be competitive in the housing market. All key informants mentioned housing as an important need for the Northwest region to focus on addressing. Specific dimensions of housing to address include stability – especially among communities of color who experience greater risk of displacement and gentrification, affordability, overcrowding, and development of supportive housing.

2. Access to care: The Northwest region provides integrated health services, including medical, dental, and behavioral health, to best meet the needs of the community. Insurance coverage in the Northwest region is relatively high among both adults and children, in part due to the Cover All Kids Medicaid program that began in 2018. Even with high rates of insurance residents in the region still face challenges accessing care. Key informants serving rural communities shared that travel distance to facilities prevented residents from seeking preventative care and filling prescriptions. Across the region, access to providers who provide culturally relevant services is a challenge. In 2019, Oregon became the first state to allow dentists to provide vaccinations including seasonal flu and Human Papilloma Virus (HPV), bridging the gap between dental care and primary care. Oregon has enrolled most of its Medicaid patients in a program that includes comprehensive dental care for children. Yet, Oregon has one of the country's highest rates of childhood dental disease. Community leaders working with Black, Latino/a, and low income community members shared that dental care is often delayed or entirely neglected due to competing demands such as multiple jobs, lack of transportation, or lack of insurance. This may result in utilization of the emergency room to receive dental care.

3. Mental & behavioral health: In the Northwest region improving the mental health and well-being of the community requires addressing challenges such as adequate system support for depression, suicide, and unhealthy substance use. While access to mental health providers in the Northwest region is twice as high as the national average, mental health is a moderate need and disparities exist in both one's ability to access care and health outcomes among racial and ethnic groups. One key informant shared that there is a need for culturally conscious support and access to mental health care that's trauma informed. Many key informants shared concern for the mental health status of youth in the region. Part of this concern is born out of the isolation youth experienced during the pandemic as schools went online, and sports and other social activities were canceled.

4. Income & employment: Many factors, such as the COVID-19 pandemic, social unrest, and political divisiveness impact economic security in the Northwest region. During the onset of the pandemic, unemployment in Oregon peaked at just over 13 percent. As communities in the Northwest economically recover, unemployment rates continue to return to pre-pandemic levels. Access to jobs, and especially jobs that pay a living wage, is not equal, which creates disparities across the region. In most ZIP codes households earn less than the average national median household income. Throughout the region rates of preschool enrollment and elementary school proficiency index vary. ZIP codes with lower rates of preschool enrollment are more likely to have fewer students proficient in third grade reading. Community representatives stressed the importance of equitable funding and access to early childhood education.

Kaiser Permanente's approach to implementation strategies

As the nation's largest nonprofit integrated health care organization, Kaiser Permanente is mission-driven to improve health and well-being in the communities we serve. The COVID-19 pandemic has underscored deep-seated inequities in health care for communities of color and amplified the social and economic disparities that contribute to poor health outcomes.

We will continue to work to improve the conditions for health and equity by addressing the root causes of health, such as economic opportunity, affordable housing, health and wellness in schools, and a healthy environment. We carry out work in our focus areas through a lens that includes deepening our commitment to equity and inclusion.

Kaiser Permanente strategic focus areas include:

Increasing health access

- **Charity care:** Transforming Charitable Health Coverage and Medical Financial Assistance approaches to continue supporting coverage and care needs for our communities and patients
- **Medicaid:** Growing our Medicaid participation in a financially sustainable way through innovative operating models that support whole person care and coverage
- **Safety Net Partnerships:** Ensuring that communities have access to a strong safety net that can equitably meet patients' needs and improve health outcomes

Social health needs

- **Thrive Local:** Establishing bi-directional electronic community networks that enable health care providers, safety net clinics, social service agencies, government programs, and other participants to make, receive, and track patient and client referrals
- **Food for Life:** Transforming the economic, social, and policy environments to improve health and food security for the communities we serve
- **Intergenerational healing and trauma:** Acknowledging and addressing trauma across the life course, including trauma related to exposure to racism

Improving community conditions

- **Economic opportunity:** Increasing income, improving financial security, and reducing economic inequities through our business operations and community partnerships
- **Housing for Health:** Transforming housing and homelessness systems to improve housing stability for the communities we serve
- **Thriving Schools:** Fostering healthier school environments for students, staff, and teachers
- **CityHealth:** Advancing local policies that improve conditions for health
- **Environmental stewardship:** Reducing and eliminating environmental contributors to disease and illness

Kaiser Permanente of the Northwest implementation strategies

Kaiser Permanente of the Northwest Community Health has identified the strategic focus, strategies, and expected impact for each priority health need, described in the table below. While we recognize that IS strategies can address multiple health needs, each strategy in the table is associated with the needs where we expect to see the greatest impact.

To implement the strategies identified, Kaiser Permanente of the Northwest will draw on a broad array of organizational resources, such as grantmaking and leveraged assets, as well as internal Kaiser Permanente programs. Kaiser Permanente of the Northwest Community Health also recognizes the importance of joint planning and collaboration with community stakeholders and leaders and welcomes opportunities to build on the strong partnerships we currently have in place.

Priority health need	Expected impact	Focus	Strategy
<p>1. Housing</p>	<p>All people have access to safe, affordable, and stable housing and homelessness becomes a rare, brief occurrence</p>	<p>Housing for Health: Increase Affordable Housing Supply</p>	<p>Provide resources for preserving or enhancing the supply of affordable housing</p>
		<p>Housing for Health: Prevent Homelessness</p>	<p>Support evidence-based housing stabilization assistance</p>
		<p>Housing for Health: Strengthen Homeless Systems of Care</p>	<p>Support expansion of housing-related legal support for at-risk tenants</p>
		<p>Housing for Health: Transform Care</p>	<p>Support system-level approaches to reducing homelessness (e.g., achieving quality data)</p> <p>Support improved coordination among Continuum of Care programs, social service organizations, and housing providers</p>

Priority health need	Expected impact	Focus	Strategy
2. Access to Care	Increased access to care for low-income at-risk populations	Medicaid & Charity Care	Charitable Health Coverage: Provide access to comprehensive health care and to coverage for low-income individuals and families who do not have access to public or private health coverage
			Medicaid: Provide high-quality medical care services to Medicaid participants who would otherwise struggle to access care
			Medical Financial Assistance: Provide temporary financial assistance to low-income individuals who receive care at KP facilities and can't afford medical expenses and/or cost sharing
			Support organizations that build capacity, provide information about coverage options, assist with eligibility screening, application and enrollment, and advocate for increasing coverage options for low-income individuals
	Oral Health	Partner and invest to build a diverse, effective, and well-supported behavioral health workforce, including Traditional Health Workers	
		Partner with community based organizations to bring mobile healthcare (medical and dental) services to hard to reach, low income communities	
		Provide dental care through Medicaid, dental financial assistance, and charitable care to low income people	
	Improved quality of care for patients of safety net organizations	Safety Net Partnerships	Provide core support to safety net organizations, allowing these organizations to implement initiatives appropriate for the needs of their population (e.g., expansion of specialty care, providing more virtual care for nonsurgical specialties)
Redefining practices and/or policies to address health disparities, racial trauma, income inequality and educational achievement gaps.	Advancing Equity	Incorporate practices that promote racial and health equity into planning and execution of strategies under each prioritized health need	
All people have access to safe, affordable, and stable housing and homelessness becomes a rare, brief occurrence	Housing for Health: Transform Care	Support improved access and quality of medical care for persons experiencing homelessness	

Priority health need	Expected impact	Focus	Strategy
3. Mental/behavioral health	Safe, healthy, and supportive learning environments for all students, staff, and teachers	Thriving Schools: Broad reach: Provide resources and support for all	Extend school and district adoption and integration of Kaiser Permanente Thriving Schools initiatives, tools, and resources
		Thriving Schools: Intensive support: Partner with select schools and districts	Provide funding to schools and districts to fill gaps identified in a Healthier Generation assessment or to implement the Healthier Generation Thriving Schools Integrated Approach
	A systemwide approach to preventing and mitigating the negative impacts of trauma	Intergenerational Trauma and Healing	Support Black, Indigenous, People of Color (BIPOC)-led organizations that advance best practices for preventing and/or mitigating the impacts of ACEs, toxic stress, and trauma for communities disproportionately experiencing inequities.
	Culturally responsive mental health work force to meet the needs of the community	Mental Health Workforce	Partner and invest to build a diverse, effective and well-supported behavioral health workforce, including Traditional Health Workers
4. Income & employment	Reduced structural barriers and improved opportunities for inclusive economic mobility	Economic Opportunity: College & Career Readiness	Support the Kaiser Permanente Health Equity Scholars program
		Economic Opportunity: Diverse Small Business	Support organizations that provide culturally and linguistically relevant training and technical assistance to small businesses and entrepreneurs of color
		Economic Opportunity: Individual Financial Health	Improve individual financial health by supporting housing, workforce development, or other organizations that embed or enhance financial coaching services

Kaiser Permanente of the Northwest will monitor and evaluate the strategies listed above to track implementation and document the impact of those strategies in addressing significant health needs. Tracking metrics for each prioritized health need include the number of grants made, the number of dollars spent, the number of community-based organizations supported, and the number of people reached/served.

In addition to the strategies developed as part of the CHNA/IS process, many health needs are addressed by Kaiser Permanente business practices that contribute to community well-being, including environmentally responsible purchasing, waste reduction, and purchase of clean energy for facilities. We procure supplies and services from a diverse set of providers and partner with workforce development programs to support a pipeline for diverse suppliers, and we build the capacity of local small businesses through training on business fundamentals. We also conduct high-quality health research and disseminate findings intended to increase awareness of the changing health needs of diverse communities, address health disparities, and improve effective health care delivery and health outcomes.

Health needs Kaiser Permanente of the Northwest does not plan to address

The significant health need identified in the 2022 CHNA that Kaiser Permanente of the Northwest does not plan to address is Food Insecurity.

Reasons Food Insecurity was not selected:

- This need is incorporated into other needs selected
- Aspects of this need will be addressed in strategies for other needs