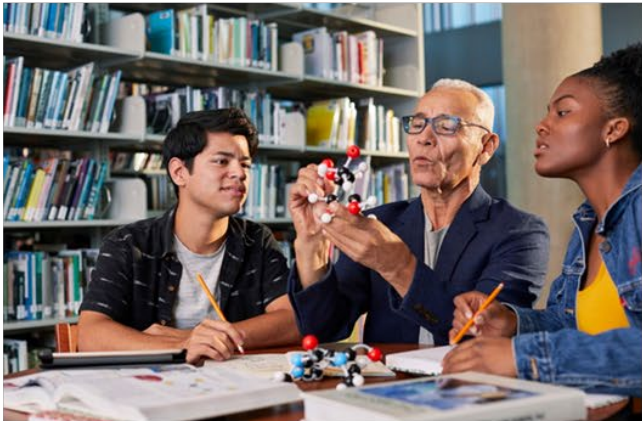


2022 Implementation Strategy



Kaiser Permanente Woodland Hills Medical Center

License number: 930000358

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

September 27, 2022



Kaiser Permanente Woodland Hills Medical Center 2022 IMPLEMENTATION STRATEGY

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General information

Contact Person	Mary B. Jarvis, Interim Public Affairs Director
Date of written plan	May 24, 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 Woodland Hills Medical Center 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 Woodland Hills Medical Center conducts a community health needs assessment (CHNA) and identifies significant health needs. To address those needs Kaiser Permanente Woodland Hills Medical Center 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 Woodland Hills Medical Center has identified the following significant health needs to be addressed in the IS, in priority order:

1. Access to care
2. Education
3. Housing
4. Mental & behavioral health
5. Chronic disease & disability
6. Income & employment

Kaiser Permanente Woodland Hills Medical Center’s CHNA report and three-year IS are publicly available at <https://www.kp.org/chna>.

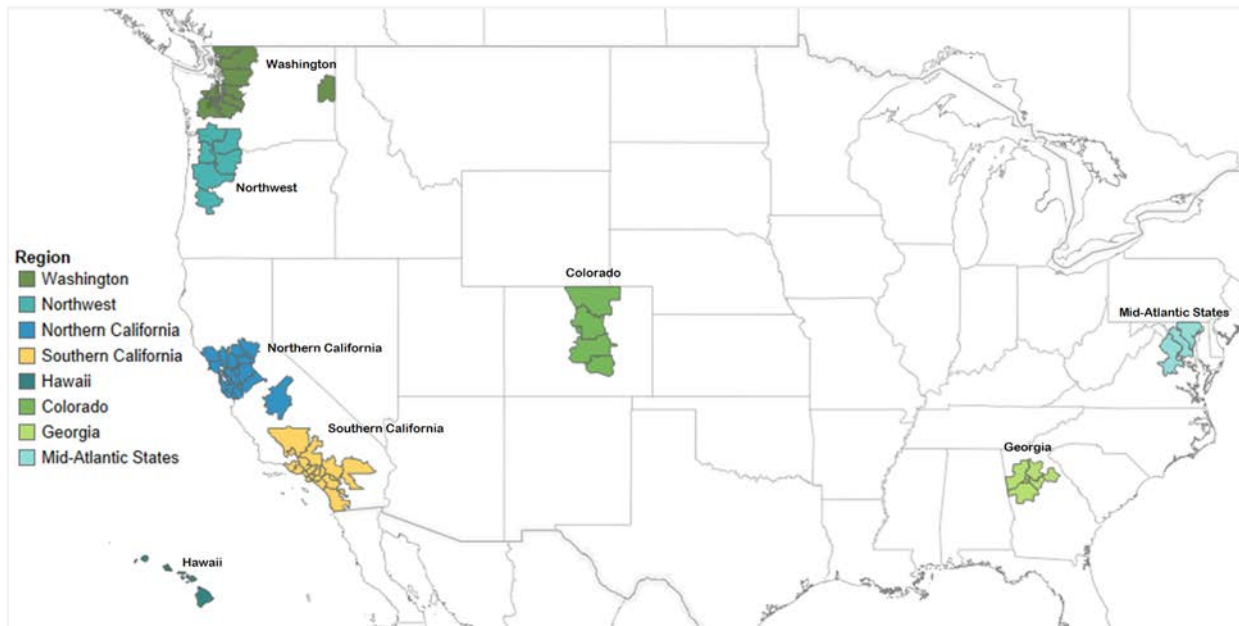
Introduction/background

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.

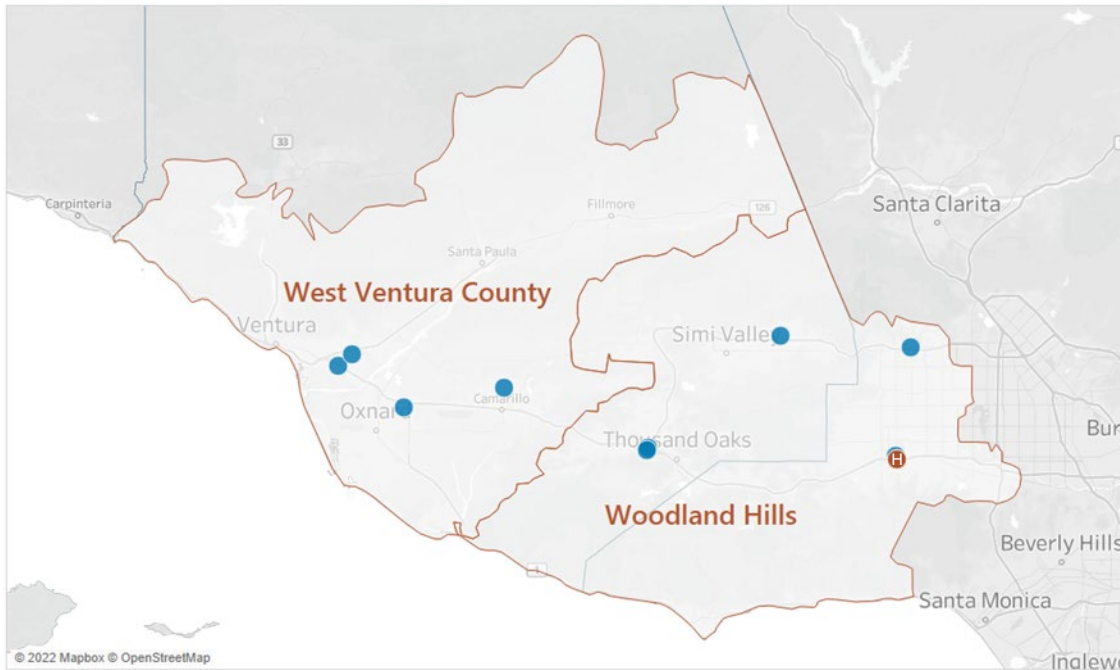
The Kaiser Permanente Woodland Hills Medical Center 2022 CHNA report and three-year IS are available publicly at <https://www.kp.org/chna>. In addition, the IS will be filed with the Internal Revenue Service using Form 990, Schedule H.

Community served

Kaiser Permanente defines the community served by a hospital as those individuals residing within its hospital service area. The Kaiser Permanente Woodland Hills Medical Center hospital service area includes residents in a defined geographic area surrounding the hospital and does not exclude low-income or underserved populations.

Woodland Hills–West Ventura County service area

 Kaiser Permanente hospital  Kaiser Permanente medical offices



Woodland Hills–West Ventura County service area demographic profile

	Woodland Hills	West Ventura County
Total population:	938,476	515,366
American Indian/Alaska Native	0.2%	0.3%
Asian	12.7%	6.0%
Black	2.9%	2.0%
Hispanic	26.4%	57.0%
Multiracial	3.5%	2.2%
Native Hawaiian/other Pacific Islander	0.1%	0.2%
Other race/ethnicity	0.2%	0.1%
White	53.9%	32.2%
Under age 18	20.6%	24.3%
Age 65 and over	16.2%	13.9%

Community health needs

Significant health needs identified in the Kaiser Permanente Woodland Hills Medical Center 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 Woodland Hills–West Ventura County service area, listed below.

1. Education
2. Access to care
3. Housing
4. Mental & behavioral health
5. Income & employment
6. Chronic disease & disability

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 Woodland Hills Medical Center will address in the 2022 three-year Implementation Strategy, Kaiser Permanente Woodland Hills Medical Center 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 Woodland Hills Medical Center plans to address

The health needs in the Woodland Hills–West Ventura County service area that will be addressed during 2023-2025 are:

1. Access to care: Within the Woodland Hills service area, residents are less likely to be insured than the California average. Geographic disparities in insurance rates, including of insured children, are also associated with race: ZIP codes with a higher percent of people of color tend to have a lower percent of individuals insured (both for adult and children). A fear of embarrassment about accessing services such reproductive health services, mental health services, and substance use services was also identified, particularly in West Ventura. Health education among the general public was also identified as a concern in both West Ventura and Woodland Hills, including a lack of understanding of available services, and a misunderstanding of vaccines. A lack of transportation to services and a lack of culturally or linguistically appropriate services was also identified.

2. Education: Residents of the West Ventura service area have less formal education than the average American. In addition, 4th grade students in West Ventura score worse on state exams than the national average. In both West Ventura and Woodland Hills, additional geographic disparities are closely associated with race: areas with a higher percent of non-White residents tend to have fewer adults with a high school diploma and lower preschool enrollment rates. In addition, expanding partnerships with schools, particularly for the purpose of improving health education, was recommended.

3. Housing: The median rental cost in the Woodland Hills service area is roughly \$2,200, and in the West Ventura service area is roughly \$1,700, both of which are much higher than the national rate. The percent of income spent on mortgage costs is also much higher than the national average in both service areas. In addition, ZIP codes with a higher percent of people of color tend to have lower home ownership rates in both service areas, and more overcrowded housing in the Woodland Hills service area. The lack of permanent supportive housing for persons experiencing homelessness was also identified as one of the biggest challenges to addressing health needs in both service areas.

4. Mental & behavioral health: In both Woodland Hills and West Ventura, mental health was identified as a need of growing concern, especially since the start of the COVID-19 pandemic. A lack of staff and a lack of specialized services were listed as some of the biggest challenges to addressing mental health needs. In addition, improved coordination with other health services, eliminating payment inequities for mental health staff, and providing improved health education (to reduce mental health stigma) were recommended. Additional education for health care providers and employers related to trauma informed care and cultural humility was also identified as a need, and as a strategy that could reduce health disparities and inequities.

5. Chronic disease & disability: Heart disease, diabetes, and asthma are more prevalent in the Woodland Hills service area compared to the national average. Asthma is also more prevalent in the West Ventura service area compared to the national average. However, in the city of Oxnard, diabetes and obesity rates are relatively high, as are self-described rates of “fair or poor” health. Adding or expanding additional community health organizations, healthy food options, and early intervention programs in schools were identified as effective points of intervention in preventing and reducing the negative impact of chronic disease and disability.

6. Income & employment: Significant geographic disparities in income are closely associated with race in both West Ventura and Woodland Hills. Higher poverty rates and lower median household incomes more prevalent in ZIP codes with a higher percent of people of color. In addition, higher unemployment rates are also more prevalent in these ZIP codes in West Ventura. Income and employment needs are also closely associated with other needs, including housing, education, and access to care. Providing jobs training for underemployed and unemployed individuals, including training that can help address health care provider shortages were recommended.

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 Woodland Hills Medical Center implementation strategies

Kaiser Permanente Woodland Hills Medical Center 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 Woodland Hills Medical Center will draw on a broad array of organizational resources, such as grantmaking and leveraged assets, as well as internal Kaiser Permanente programs. Kaiser Permanente Woodland Hills Medical Center 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
1. 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
	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)
	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
2. Education	Reduced structural barriers and improved opportunities for inclusive economic mobility	Economic Opportunity: College & Career Readiness	Support programs that improve high school attendance, achievement, and/or graduation for students of color in low-income areas
	Reduced structural barriers and improved opportunities for higher educational attainment and economic mobility	Academic Attainment	Support programs that improve enrollment rates in college and internship programs for students of color in low-income areas

Priority health need	Expected impact	Focus	Strategy
3. Housing	All people have access to safe, affordable, and stable housing and homelessness becomes a rare, brief occurrence	Housing for Health: Increase Affordable Housing Supply	Provide resources for preserving or enhancing the supply of affordable housing
		Housing for Health: Prevent Homelessness	Support evidence-based housing stabilization assistance Support expansion of housing-related legal support for at-risk tenants
		Housing for Health: Transform Care	Support improved coordination among Continuum of Care programs, social service organizations, and housing providers
4. Mental & behavioral health	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)
	All community members experience social emotional health and wellbeing and have access to high quality behavioral health care services when needed	Mental Health & Wellness	Support efforts that improve and build the current and emerging mental health workforce to meet community needs Support equitable access to mental health services by supporting cultural and linguistic competency
5. Chronic disease & disability	All people have consistent access to affordable healthy food	Food for Life: Increasing Purchasing Power	Support organizations that increase enrollment in programs that extend food dollars such as in the Supplemental Nutrition Assistance Program (SNAP), Special Supplemental Nutrition Program for Women, Infants and Children (WIC), and federal school meal programs
		Food for Life: Meal/Nutrition Distribution	Support organizations that distribute food such as medically tailored meals, prepared food, produce, or other food and meals

Priority health need	Expected impact	Focus	Strategy
			to school children, families, and those in underserved communities.
	Vibrant and equitable communities in which everyone lives longer, healthier lives	Access to healthy food and physical activities	Support organizations to increase access to healthy food and physical activity opportunities in the community
6. Income & employment	Reduced structural barriers and improved opportunities for inclusive economic mobility	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
		Economic Opportunity: Quality Jobs & Careers	Enhance career pathways by partnering with workforce development organizations to develop and implement job training and placement programs, including pre-apprenticeship programs

Kaiser Permanente Woodland Hills Medical Center 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 Woodland Hills Medical Center does not plan to address

Kaiser Permanente Woodland Hills Medical Center is addressing all of the significant needs identified in the 2022 CHNA.