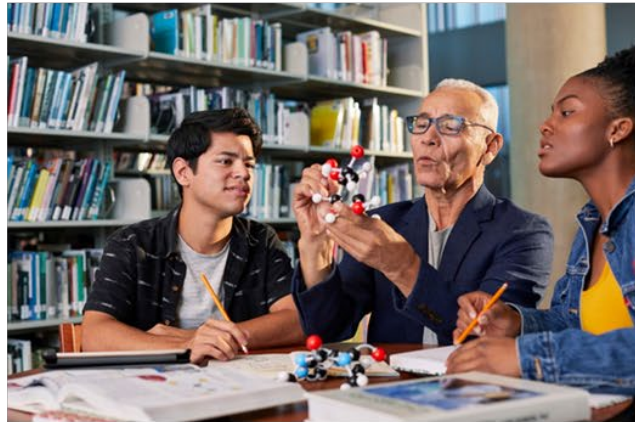


2022 Implementation Strategy



Kaiser Permanente West Los Angeles Medical Center

License number: 930000081

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

September 27, 2022



Kaiser Permanente West Los Angeles Medical Center 2022 IMPLEMENTATION STRATEGY

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General information

Contact Person	Jamila D. Veasley, 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 West Los Angeles 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 West Los Angeles Medical Center conducts a community health needs assessment (CHNA) and identifies significant health needs. To address those needs Kaiser Permanente West Los Angeles 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 West Los Angeles Medical Center has identified the following significant health needs to be addressed in the IS, in priority order:

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

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

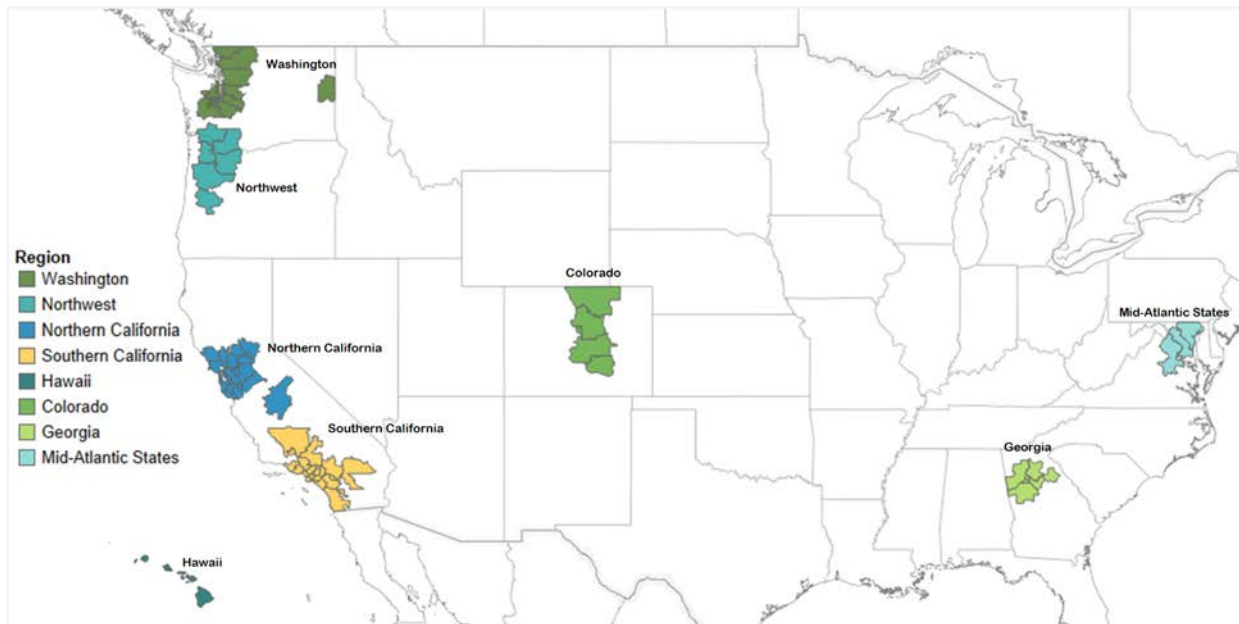
Introduction/background

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.

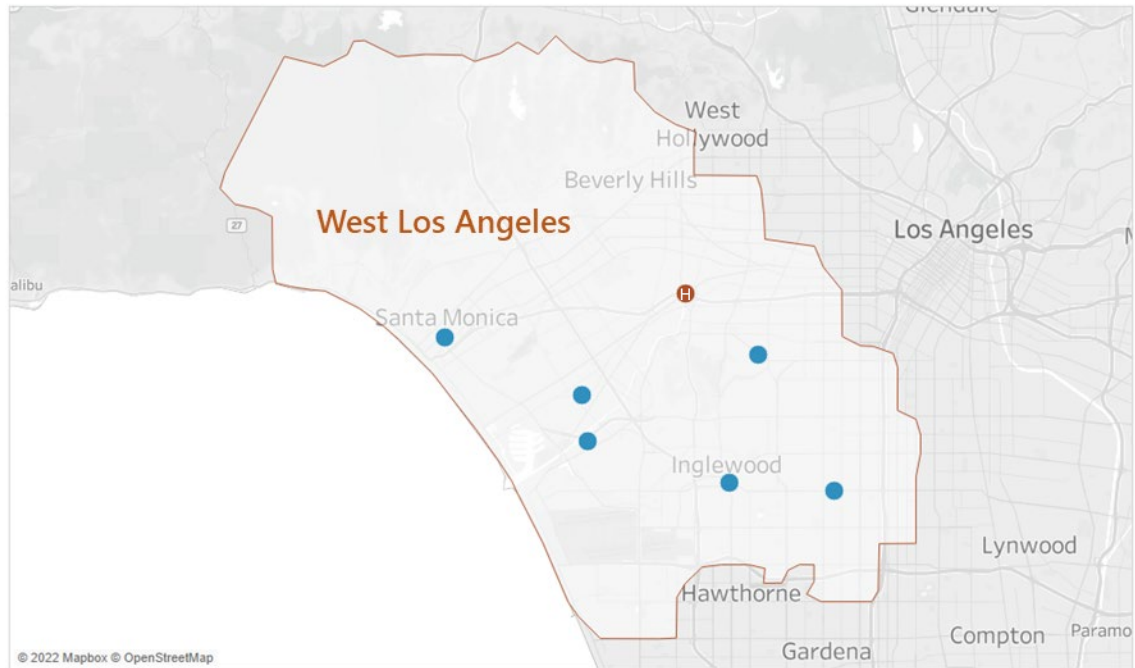
The Kaiser Permanente West Los Angeles Medical Center 2022 CHNA report and three-year IS are available publicly at <https://www.kp.org/chna>. In addition, the IS will be filed with the Internal Revenue Service using Form 990, Schedule H.

Community served

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

West Los Angeles service area

🏥 Kaiser Permanente hospital ● Kaiser Permanente medical offices



West Los Angeles service area demographic profile

Total population:	1,427,180
American Indian/Alaska Native	0.2%
Asian	9.0%
Black	19.7%
Hispanic	35.9%
Multiracial	3.2%
Native Hawaiian/other Pacific Islander	0.1%
Other race/ethnicity	0.4%
White	31.6%
Under age 18	19.6%
Age 65 and over	13.5%

Community health needs

Significant health needs identified in the Kaiser Permanente West Los Angeles 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 West Los Angeles service area, listed below.

1. Housing
2. Income & employment
3. Access to care
4. Mental & behavioral health
5. Structural racism
6. 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 West Los Angeles Medical Center will address in the 2022 three-year Implementation Strategy, Kaiser Permanente West Los Angeles 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 West Los Angeles Medical Center plans to address

The health needs in the West Los Angeles service area that will be addressed during 2023-2025 are:

1. Housing: Housing costs have soared in recent years with many families struggling to afford housing. Slightly over a quarter of residents (25.9 percent) in the West Los Angeles service area have housing costs that are greater than 50 percent of their income. The scarcity of affordable housing has led to severe overcrowding. People of color, particularly Black and Latino/a renters are the most likely to live in cost-burdened households and face housing instability. According to community leaders, seniors, transitional aged youth are also at risk to experiencing housing insecurity. Community leaders also shared that homelessness is a huge concern throughout Los Angeles and many noted the interconnectedness between homelessness, mental health, and substance use. In addition, they also discussed seeing more unhoused families, generational homelessness, and unhoused seniors. Local experts identified Project Homekey as an effective strategy to provide housing for unhoused individuals and those at risk of homelessness.

2. Income & employment: The unemployment rate in the West Los Angeles service area exceeds the state (17 percent compared to 16 percent). In addition to having a higher unemployment rate, the West Los Angeles service area also has a poverty rate that is greater than the state (17 percent versus 13 percent). Those not having enough resources to meet daily needs such as safe housing and enough food to eat are likely to experience health-harming stress and die at a younger age. In South Los Angeles (South LA) neighborhoods, some residents lack the skills to navigate the workforce to acquire employment. They also explained that with a lack of new businesses or investments coming to the South LA area, there are limited job opportunities. Additionally, many existing opportunities are part-time and/or do not provide employment benefits. Community experts identified the following as barriers to obtaining better paying jobs: transportation, commute time/mileage, immigration status, childcare needs, and limited training/education.

3. Access to care: Having health care coverage is the first step to accessing high-quality health care services, with uninsured individuals being less likely to have a regular source of care, receive preventive services and more likely go without treatment or follow-up care. Compared to the state, the West Los Angeles service area has higher percentage of residents who are uninsured (7.5 percent versus 9.1 percent). Within the West Los Angeles service area, communities with a higher percentage of People of Color tend to have higher percentage of residents who are uninsured. Insurance by itself does not guarantee access to appropriate care, since many community members experience barriers related to language, lack of health education, limited access to technology, transportation options, and differential treatment based on race and gender identity, as well as access to fewer health care resources.

4. Mental & behavioral health. Mental health affects all areas of life, including a person's physical well-being, ability to work and perform well in school and to participate fully in family and community activities. Pre-COVID-19 pandemic data showed that depression rates within the West Los Angeles service area varied by Service Planning Area (SPA), with SPAs 4 and 5 having high rates of adults with current depression and SPAs 4 and 6 having high rates of adults at risk for major depression. Mental and behavioral challenges such as anxiety, depression, and suicide ideation are on the rise due to the COVID-19 pandemic, particularly among Black and Latino/as. Community representatives noted how the pandemic has "been superimposed on generational trauma that communities have experienced", amplifying the impact of the COVID-19 pandemic on Black, Indigenous and People of Color communities. In addition to its impact on communities of color, the COVID-19 pandemic has also had a negative impact on youth and seniors' mental well-being. Communities across the country are experiencing a critical lack of capacity to meet the increased demand for mental health services.

5. Structural racism: In the West Los Angeles service area, health disparities vary by SPAs, with areas where more than 50 percent of the population identify as people of color performing worse on a variety of measures than predominantly white neighborhoods. Within SPA 6, 95 percent of community residents identify as people of color compared to 32 percent in SPA 5. Data shows that SPA 6 residents have lower educational attainment, higher poverty rates, lower insurance rates, higher percentage of infants being born preterm (i.e., born before 37 weeks of gestation), higher percentage of infants born at low birthweight (i.e., infant born weighing less than 2,5000 grams), higher prevalence of diabetes and hypertension than SPA 5 residents.

6. Food insecurity: Many people do not have enough resources to meet their basic needs, including having enough food to eat to lead an active, healthy life. Black and Latino/a households have higher than average rates of food insecurity; disabled adults may also be at high risk because of limited employment opportunities and high health care expenses. Even though the West LA service area as a region has lower Supplemental Nutrition Assistance Program (SNAP) enrollment rates than the county and state, zip-code level data show that some communities have higher SNAP enrollment rates than the state average. Some of the communities with the highest SNAP enrollment rates includes Athens, Baldwin Hills/Crenshaw, Hyde Park/View Park/Windsor Park, Inglewood, Jefferson Park, South Central, and West Adam have higher SNAP enrollment rates than the state. Community experts identified language barriers, immigration status, transportation needs, limited access to grocery stores, cost of food, and lack of awareness of existing resources (e.g., food banks, food distribution events) as barriers to food access.

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 West Los Angeles Medical Center implementation strategies

Kaiser Permanente West Los Angeles 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 West Los Angeles 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 West Los Angeles 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. Housing	All people have access to safe, affordable, and stable housing and homelessness becomes a rare, brief occurrence	Homelessness Prevention	Enhance the infrastructure and capacity of service providers to serve individuals at risk or experiencing homelessness
2. Income & employment	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
		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
		Academic Attainment	Support programs offering middle school and high school students career exposure (especially health care careers) and mentorship
3. 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
	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

Priority health need	Expected impact	Focus	Strategy
4. Mental & behavioral health	All community members have optimal levels of mental health and well-being through improved equitable access to evidence-based, high quality, appropriate care and reduced effects of stigma	Mental Health & Wellness	Support the infrastructure and capacity of community organizations, schools, and clinics to improve access to quality mental health care
5. Structural racism	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
	Dismantled discriminatory practices and policies that contribute to health disparities, racial trauma, income inequality and educational achievement gaps.	Equity: CBO Leadership and Capacity Building	Support grassroots and advocacy organizations and initiatives
		Equity: Community Power Building	Support to Black, Indigenous, People of Color (BIPOC)-led organizations, with an emphasis on Black-led
	Redefining practices and/or policies to address health disparities, racial trauma, income inequality and educational achievement gaps.	Advancing Equity	Incorporate racial and health equity analysis throughout planning, implementation, and execution of strategies under each prioritized health need Prioritize geographic communities and high need populations (across race and ethnic groups, seniors, youth, formerly incarcerated, veterans, LGBTQ, etc.) under each health need
6. Food insecurity	All people have consistent access to affordable healthy food	Food for Life: Meal/Nutrition Distribution	Support organizations that distribute food such as medical tailored meals, prepared food, produce, or other food and meals to school children, families, and those in underserved communities
		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

Kaiser Permanente West Los Angeles 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 West Los Angeles Medical Center does not plan to address

Kaiser Permanente West Los Angeles Medical Center is addressing all of the significant needs identified in the 2022 CHNA.