



2016 Implementation Strategy Report for Community Health Needs

Kaiser Foundation Hospital Panorama City
License #9300000358

Approved by KFH Board of Directors
March 16, 2017

To provide feedback about this Implementation Strategy Report,
email chna-communications@kp.org

**Kaiser Foundation Hospitals
Community Health Needs Assessment (CHNA)
Implementation Strategy Report
2016**

Kaiser Foundation Hospital – Panorama City
License #9300000358
13651 Willard Street
Panorama City, CA 91402

I. General Information

Contact Person:	Cynthia Cifuentes, Director of Public Affairs & Brand Communications
Date of Written Plan:	December 16, 2016
Date Written Plan Was Adopted by Authorized Governing Body:	March 16, 2017
Date Written Plan Was Required to Be Adopted:	May 15, 2017
Authorized Governing Body that Adopted the Written Plan:	Kaiser Foundation Hospital/Health Plan Boards of Directors
Was the Written Plan Adopted by 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:	December 4, 2013
Name and EIN of Hospital Organization Operating Hospital Facility:	Kaiser Foundation Hospitals, 94-1105628
Address of Hospital Organization:	One Kaiser Plaza, Oakland, CA 94612

II. About Kaiser Permanente

Kaiser Permanente is a not for profit, integrated health care delivery system comprised of Kaiser Foundation Hospitals, Kaiser Foundation Health Plan, and The Permanente Medical Groups. For more than 65 years, Kaiser Permanente has been dedicated to providing high-quality, affordable health care services and to improving the health of our members and the communities we serve. Today we serve more than 10.2 million members in eight states and the District of Columbia. Since our beginnings, we have been committed to helping shape the future of health care. Kaiser Permanente is dedicated to care innovations, clinical research, health education and the support of community health.

III. About Kaiser Permanente Community Benefit

We believe good health is a basic aspiration shared by all, and we recognize that promoting good health extends beyond the doctor's office and the hospital. Like our approach to medicine, our work in the community takes a prevention-focused, evidence-based approach. We go beyond traditional corporate philanthropy or grant-making to leverage financial resources with medical research, physician expertise, and clinical practices. Historically, we have focused our investments in three areas—Health Access, Healthy Communities, and Health Knowledge—to address critical health issues in our communities.

For many years, we have worked collaboratively with other organizations to address serious public health issues such as obesity, access to care, and violence. We have conducted Community Health Needs Assessments (CHNA) to better understand each community's unique needs and resources. The CHNA process informs our community investments and helps us develop strategies aimed at making long-term, sustainable change—and it allows us to deepen the strong relationships we have with other organizations that are working to improve community health.

In addition, Kaiser Permanente seeks to promote community health upstream by leveraging its assets to positively influence social determinants of health – social, economic, environmental – in the communities we serve.

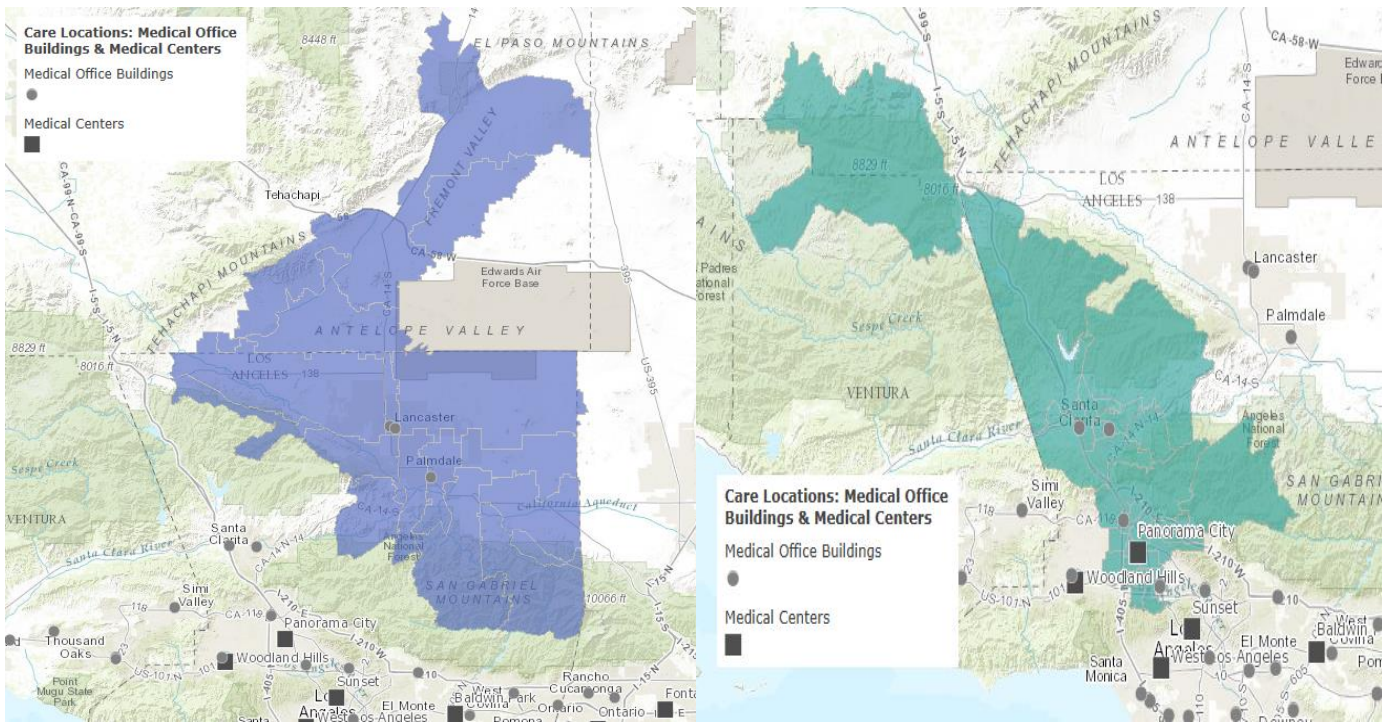
IV. Kaiser Foundation Hospital – Panorama City Service Area

Kaiser Foundation Hospital (KFH) – Panorama City serves the communities of the East San Fernando Valley, Santa Clarita Valley, and Antelope Valley in addition to four zip codes in Kern County. KFH – Panorama City represents portions of Los Angeles County Service Planning Areas (SPA) 2 for the East San Fernando Valley and Santa Clarita Valley, SPA 1 for the Antelope Valley, and four Kern County Zip codes. The KFH – Panorama City covers 38 cities and includes the cities of Arleta, Granada Hills, Lakeview Terrace, Mission Hills, North Hills, North Hollywood, Northridge, Pacoima, Panorama City, San Fernando, Sepulveda, Sherman Oaks, Sunland, Sun Valley, Sylmar, Toluca Lake, Tujunga, and Van Nuys. The Santa Clarita Valley includes Canyon Country, Castaic, Newhall, Santa Clarita, Saugus, Stevenson Ranch, Val Verde, and Valencia. The Antelope Valley includes Acton, Lake Hughes, Lancaster, Little Rock, Llano, Palmdale, and Pearblossom. The service area is presented below by community, Zip code, county and SPA.

KFH – Panorama City Service Area

Cities/Communities	Zip Codes	County/SPA
Acton	93510	Los Angeles, SPA 1
Agua Dulce/Saugus	91350	Los Angeles, SPA 2
Arleta/Pacoima	91331	Los Angeles, SPA 2
California City	93505	Kern
Canyon Country	91387	Los Angeles, SPA 2
Castaic	91384	Los Angeles, SPA 2
Elizabeth Lake/Lake Hughes	93532	Los Angeles, SPA 1
Frazier Park	93225	Kern
Granada Hills	91344	Los Angeles, SPA 2
Hi Vista	93535	Los Angeles, SPA 1
Lake View Terrace/Sylmar	91342	Los Angeles, SPA 2
Lancaster	93534	Los Angeles, SPA 1
Lancaster/Quartz Hill	93536	Los Angeles, SPA 1
Littlerock/Juniper Hills	93543	Los Angeles, SPA 1
Llano	93544	Los Angeles, SPA 1
Mission Hills	91345	Los Angeles, SPA 2
Mojave	93501	Kern
North Hills	91343	Los Angeles, SPA 2
North Hollywood	91601, 91604, 91605, 91606, 91607	Los Angeles, SPA 2
Palmdale	93551, 93552	Los Angeles, SPA 1
Palmdale/Lake Los Angeles	93550, 93591	Los Angeles, SPA 1
Panorama City	91402	Los Angeles, SPA 2
Pearblossom	93553	Los Angeles, SPA 1
Rosamond	93560	Kern
San Fernando	91340	Los Angeles, SPA 2
Santa Clarita	91382, 91383, 91390	Los Angeles, SPA 2
Santa Clarita (Canyon Country)	91351	Los Angeles, SPA 2
Santa Clarita (Newhall)	91321	Los Angeles, SPA 2
Santa Clarita (Valencia)	91354, 91355	Los Angeles, SPA 2
Sherman Oaks/Van Nuys	91423	Los Angeles, SPA 2
Stevenson Ranch	91381	Los Angeles, SPA 2
Sun Valley	91352	Los Angeles, SPA 2
Sunland/Shadow Hills	91040	Los Angeles, SPA 2
Tujunga	91042	Los Angeles, SPA 2
Universal City	91608	Los Angeles, SPA 2
Valyermo	93563	Los Angeles, SPA 1
Van Nuys	91401, 91405, 91406, 91411	Los Angeles, SPA 2

Map of the Kaiser Permanente – Panorama City Service Area



KFH – Panorama City Demographic Data*	
Total Population	1,207,414
Race	
White	64%
Black	4%
Asian	9%
Native American/Alaskan Native	<1%
Pacific Islander/Native Hawaiian	<1%
Some Other Race	18%
Multiple Races	4%
Ethnicity	
Hispanic/Latino	51%
Non-Hispanic	49%

KFH – Panorama City Socioeconomic Data*	
Living in Poverty (<200% FPL)	38%
Children in Poverty	23%
Unemployed	9%
Uninsured	21%
No High School Diploma	23%

Note: *Percentages were obtained from the CHNA Platform in May 2016
(<http://www.communitycommons.org/groups/community-health-needs-assessment-chna/>)

V. Purpose of Implementation Strategy

This Implementation Strategy has been prepared in order to comply with federal tax law requirements set forth in Internal Revenue Code section 501(r) requiring hospital facilities owned and operated by an organization described in Code section 501(c)(3) to conduct a community health needs assessment at least once every three years and adopt an implementation strategy to meet the community health needs identified through the community health needs assessment.

This Implementation Strategy is intended to satisfy each of the applicable requirements set forth in final regulations released in December 2014. This implementation strategy describes KFH – Panorama City’s planned response to the needs identified through the 2016 Community Health Needs Assessment (CHNA) process. For information about KFH – Panorama City’s 2016 CHNA process and for a copy of the report please visit www.kp.org/chna.

VI. List of Community Health Needs Identified in 2016 CHNA Report

The health needs identified for the KFH – Panorama City service area through the 2016 Community Health Needs Assessment process are listed below. These health needs are presented in priority order:

1. Homelessness and affordable housing
2. Mental health
3. Diabetes
4. Violence and trauma against women and children
5. Access to primary health care
6. Overweight and obesity
7. Oral health
8. Substance abuse
9. STI/HIV
10. Cardiovascular disease

VII. Who was Involved in the Implementation Strategy Development

The Implementation Strategy was developed through a process that involved the KFH – Panorama City hospital operational leadership and community partners. The core planning team consisted of the KFH – Panorama City service area’s Operations Leadership Team (OLT), comprised of stakeholders representing both Kaiser Foundation Hospital/Health Plan and the Southern California Permanente Medical Group (SCPMG) and included:

- David Bronstein, MD, Physician In Charge, Palmdale Medical Office Building
- Cynthia Cifuentes, Director Public Affairs & Brand Communications, Panorama City & Antelope Valley Medical Center Areas
- Laura Gallardo, Assistant Administrator, Support Services, Panorama City & Antelope Valley Medical Center Areas
- Marc Hoffman, DO, Assistant Medical Director, Panorama City Medical Center Area
- Murtaza Sanwari, Chief Operating Officer, Panorama City & Antelope Valley Medical Center Area
- Amy Wiese, Community Benefit Manager, Panorama City & Antelope Valley Medical Center Areas

a. Partner Organizations

The following stakeholder groups collaborated with KFH – Panorama City in developing the Implementation Strategy (IS). These partners were able to provide multiple perspectives on strategies to address health needs and opportunities for partnership.

- Antelope Valley Partners for Health
- Community collaborative partners
- Community health centers

- KFH – Panorama City grantees
- Organizations that serve the needs of children
- School districts/colleges/universities
- Valley Care Community Consortium

Additionally, KFH – Panorama City sought opportunities for alignment of health need strategies and the sharing of resources with public health and other nonprofit hospitals in the greater Los Angeles area.

b. Community Engagement Strategy

While not required by Federal CHNA regulations, Kaiser Permanente encourages all KFH facilities developing Implementation Strategy plans to elicit community input throughout the plan development process. Voluntary Community members and stakeholders engagement in the implementation strategy development process is intended to enable:

- KFH facilities to develop a deeper understanding of community perspective in developing Implementation Strategies, allowing opportunities for increased collaboration, potential impact, and sustainability
- Opportunities to engage community members beyond organizations and leaders with whom facilities may typically collaborate
- Transparency throughout the implementation strategy development process
- Opportunities to inform community leaders about Kaiser Permanente’s unique structure and resources to effectively foster meaningful partnerships.

KFH – Panorama City identified five priority health needs through the process outlined in Section VIII. The identified needs, outcomes and proposed strategies for this Implementation Strategy were shared with Kaiser Permanente stakeholders and community partners. Questions and feedback on the proposed strategies were discussed. KFH – Panorama City used an electronic survey (SurveyMonkey) and a listening session to engage participants to provide input on the Implementation Strategy. Survey respondents included representatives of nonprofit service organizations, public health, health care organizations and schools and colleges. Listening session participants included representatives of local hospitals, community health care consortia, and public health (see table below).

The community stakeholder input validated the importance of the priority health needs identified by KFH – Panorama City. Community stakeholders provided information on available community resources and identified collaborative opportunities to collectively address the KFH – Panorama City identified health needs. For example, the survey respondents were asked to identify populations their organizations and agencies serve (e.g. homeless, youth, LGBTQ, immigrant populations, seniors, low-income, uninsured and at-risk youth). As a result, KFH – Panorama City considered this information when designing strategies to address the priority health needs. Additionally, partners were included as part of the planned collaboration to address these needs. The information obtained from the survey and listening session was summarized and will be used to strengthen the community work undertaken by KFH – Panorama City.

DATA COLLECTION METHOD	TYPE	PARTICIPANTS			
Meeting, focus group, interview, survey, written correspondence, etc.	Respondent's title/role and organization or focus group name	Total number of participants	Number of residents	Number of organizational reps	Number of county reps
Survey	Community health centers, nonprofit community-based organizations, area hospitals, schools, colleges, universities, housing organizations, chronic disease focused organizations, mental health organizations	74	0	72	2
Listening session	Health care consortia, nonprofit hospitals, LA County Department of Public Health	9	0	7	2

c. Consultant Used

Biel Consulting, Inc. worked with KFH – Panorama City to develop the Implementation Strategy. Biel Consulting, Inc. is an independent consulting firm that works with hospitals to develop, implement and evaluate community benefit programs. www.bielconsulting.com

VIII. Health Needs that KFH – Panorama City Plans to Address

a. Process and Criteria Used

A number of criteria were designed to assess the identified health needs. The criteria included measurements for magnitude of a health problem, severity, and disparities associated with the identified health need. Additional criteria focused on the feasibility of addressing the health needs and included measurements of Kaiser Permanente assets and opportunities to leverage partnerships to address the needs. Definitions and a rating system were developed for the criteria (definitions for the criteria are described in the table below).

Categories	Criteria	Definition
Need	Magnitude/scale of the problem	The health need affects a large number of people within the community.
	Severity of the problem	The health need has serious consequences (morbidity, mortality, and/or economic burden) for those affected.

Categories	Criteria	Definition
	Health disparities	The health need disproportionately impacts the health status of one or more vulnerable population groups.
Feasibility	Kaiser Permanente assets	Kaiser Permanente can make a meaningful contribution to addressing the health need because of its relevant expertise and/or unique assets as an integrated health system and because of an organizational commitment to addressing the health need.
	Ability to leverage	Opportunity to collaborate with existing community partnerships working to address the health need, or to build on current programs, emerging opportunities, or other community assets.

The Community Benefit Consultant and Community Benefit Manager applied the criteria to the health needs, by scoring each health need against each criterion on a score of 0-5. Criteria scores were added to create a summary score for ‘need’ and ‘feasibility’. The total scores for each of the criteria determined whether the need was a high or low need and feasibility. Scores above seven signified high need and scores above five signified high feasibility. Based on the summary scores, the health needs were categorized as low to medium need/low to medium feasibility; low to medium need/high feasibility; high need/low to medium feasibility; and high need/high feasibility.

These results were reviewed and discussed by the core planning team that represented Panorama City and Antelope Valley service areas at meetings on September 27 and September 29, 2016. The core planning team reviewed the identified health needs and examined the health need profiles, which applied the measurement criteria. Finally, the core planning team discussed strategies KFH – Panorama City will undertake to address the identified health needs.

b. Health Needs that KFH – Panorama City Plans to Address

As a result of the core planning team process, KFH – Panorama City plans to address the following health needs:

Access to Care

Access to routine and consistent health care is an important determinant of health. It is critical not only for early detection and treatment of illnesses, but also for accessing preventive measures that include physical examinations, immunizations, screenings and health education. Access to health care is impacted by many factors, including insurance status, economic status, the number of health care providers and clinics, geographic location and their hours of business. Access to care was rated by the community as the fifth highest health need in the service area. Additionally, 21.6% of the population in this service area is uninsured: 17.7% are uninsured in Antelope Valley; 22.9% are uninsured in Panorama City.

Lack of insurance, unaffordable medical visits and lack of primary and specialty care providers are stated as barriers to accessing health care by the community. Furthermore, participants mention that people cannot afford to take time off work and cannot visit physicians, as few clinics are open outside of regular business hours. Other barriers include lack of knowledge of existing insurance programs and poor transportation. The community indicates that despite the Affordable Care Act expansion of Medi-

Cal and the establishment of the health insurance market exchange, some populations such as the undocumented continue to have little means for coverage. Many persons do not qualify for Medi-Cal and cannot afford the insurance packages offered in the exchange. Finally, navigation of the health system is also a problem for the community, particularly for low-income individuals and vulnerable groups such as the homeless and mentally ill.

Economic Security

Poverty is an important social determinant of health and a barrier to meeting basic needs, including access to healthy foods, housing, and health care. Poverty thresholds are used for calculating all official poverty population statistics. They are updated each year by the Census Bureau. For 2014, the federal poverty level (FPL) for one person was an annual income of \$11,670 and for a family of four was \$23,850. Compared to California (36.4%), the service area of KFH – Panorama City (40.3%) has a higher population living in poverty (200% below the federal poverty level - FPL). A higher percentage of people reside in poverty in Antelope Valley (45.7%) as compared to 38% in Panorama City. In addition to reduced access to health care, poverty is associated with decreased access to education (e.g. lower educational attainment) and employment opportunities (e.g. increased unemployment rates). Children between 0 and 17 years of age who live below 100% FPL face greater barriers than adults. Poverty impacts the parent's ability to access health services, affordable housing, and healthy food along with other necessary life-sustaining services that impacts the overall health of a child. A higher percentage of children in poverty reside in the KFH – Panorama City service area (25.0%) than the state (22.7%) with Antelope Valley displaying a higher rate (28.9%) than Panorama City (23.4%).

Community stakeholders point out that limited opportunities for quality education to build job skills reduces job opportunities that, in turn, put residents at risk for homelessness. Many people cannot afford the funds needed to sustain housing. Low-income residents have difficulty accessing services that can address their financial and housing problems. Additionally, there are not enough shelters in the community to temporarily house the homeless, which forces many to live on the streets.

Obesity/HEAL/Diabetes

According to the World Health Organization, overweight and obesity are defined as "abnormal or excessive fat accumulation that presents a risk to health". Being overweight or obese affects a wide range of health issues and are major risk factors for diabetes, cardiovascular disease, and other chronic diseases. The majority of health outcomes for KFH – Panorama City's service area that do not meet California's benchmarks are conditions that can be associated with obesity. Overweight/obesity was rated the sixth highest health need by the community. There are high rates of overweight and obesity among adults and teens in the service area. This may have an impact on the high rates of chronic diseases identified in the service area. More than 36% of adults in the service area are overweight and approximately 20% of all youth are overweight.

Diabetes is a metabolic disease in which the body's inability to produce any or enough insulin causes elevated levels of glucose in the blood. Diabetes is the fifth leading cause of death in Los Angeles County. The rate of diabetes among adults in the service area of KFH – Panorama City has steadily increased between 2004 and 2011 and it now surpasses the state rate (8.1%): 8.5% in Antelope Valley; 8.4% in Panorama City. Diabetes is a condition that when managed can prevent ER visits or hospitalizations. The diabetes hospitalization rate in the service area is 8.0 per 10,000 population. This

rate is lower than the county (11.1) or state (10.4) rate of hospitalizations for diabetes. The community rated diabetes as the third highest priority health need.

Community members emphasize that poor eating habits and lack of exercise are major contributors to diabetes. Many residents do not know enough about eating healthy and are likely to purchase food from fast food restaurants as this is cheaper than healthy food options from supermarkets. Participants also indicate that there are an inadequate number of grocery stores, particularly in the Antelope Valley. The need for locations for physical activity is also a point of concern in Antelope Valley.

Mental and Behavioral Health

Mental health is the state of well-being in which every individual realizes his or her own potential, can cope with normal stresses of life, and is able to contribute to his or her community. Mental health includes not only the absence of negative mental health states (e.g., anxiety, depression, etc.) but also the presence of positive mental health states (e.g., satisfaction, self-worth, etc.). Mental illness is a common cause of disability. Untreated disorders may leave individuals at-risk for substance abuse, self-destructive behavior, and suicide. Through community input, mental health was rated as the second highest health need. In the KFH – Panorama City service area, 18.1% of adults reported needing mental health care. Adults also reported being mentally unhealthy 3.7 days out of each month. Additionally, 15% of Medicare beneficiaries have been diagnosed with depression, compared to 13.4% in the state.

There are not sufficient numbers of mental health providers in the area. While California has 157 mental health providers per 100,000 population, KFH – Panorama City's service area has 147 per 100,000 population: 141.4 per 100,000 in Antelope Valley; 149 per 100,000 in Panorama City.

Substance and alcohol abuse can be a component of mental health. The rate for tobacco use for the service area (12.2%) is lower than the state (12.8%): 12.4% in Antelope Valley; 12.1% in Panorama City. Access to liquor stores may increase the likelihood of tobacco and alcohol use in the KFH – Panorama City service area: 8.81 stores per 100,000 population in Antelope Valley; 12.26 stores per 100,000 population in Panorama City.

Oral Health

Dental (oral) health is an essential part of complete overall health. Oral health was ranked the as the seventh highest health need by community stakeholders. Many residents of the KFH – Panorama City service area are low-income, as indicated by nearly 30% of the population receiving Medi-Cal coverage. The community stressed that dental health is very expensive and there is lack of dental coverage for adults. Residents also noted that there is a lack of timely access to specialists for dental health for the uninsured. Approximately 20% of residents have no health insurance, and of these, more than 45% of adults have no dental coverage. More adults in the service area report poorer dental health than the state, as evidenced by removal of six or more of their permanent teeth: 11.9% in Antelope Valley; 11.6% in Panorama City. Furthermore, approximately 35% of the adult population report not having any recent dental exam, compared to 30.5% in California. Among children, a higher percentage of youth, 19.6%, have not visited a dentist in a year in Antelope Valley compared to the state at 18.5%. Additionally, approximately 44.4% of adults in the service area have no dental insurance, higher than the state's 40.9%: 44.5% in Antelope Valley; 44.3% in Panorama City.

Unsafe drinking water may increase the risk of poor oral health. Within this area, more individuals, (3.1% to 4.4%) than in the state (2.7%), are exposed to unsafe drinking water. As a result of perceived unsafe drinking water, people are more likely to purchase soda to drink as shown in their spending about 3.7% of their household expense on soda purchases. Unfortunately, doing so may increase their risk for obesity and diabetes.

IX. KFH – Panorama City’s Implementation Strategies

As part of the Kaiser Permanente integrated health system, KFH – Panorama City has a long history of working internally with Kaiser Foundation Health Plan, The Southern California Permanente Medical Group (SCPMG), and other Kaiser Foundation Hospitals, as well as externally with multiple stakeholders, to identify, develop and implement strategies to address the health needs in the community. These strategies are developed so that they:

- ✓ Are available broadly to the public and serve low-income individuals.
- ✓ Reduce geographic, financial, or cultural barriers to accessing health services, and if they ceased would result in access problems.
- ✓ Address federal, state, or local public health priorities
- ✓ Leverage or enhance public health department activities
- ✓ Advance increased general knowledge through education or research that benefits the public
- ✓ Otherwise would *not* become the responsibility of government or another tax-exempt organization

The following represents the goals, strategies and expected outcomes for each of the health needs KFH – Panorama City plans to address for the 2017-2019 Implementation Strategy (IS) timeline. Kaiser Permanente – Panorama City will draw on a broad array of organizational resources to implement these strategies, such as grant-making, in-kind resources, collaborations and partnerships, as well as several internal KFH programs. For the purpose of this report, examples of resources are provided to illustrate how KFH-Panorama City plans to implement the strategies. For examples of how these resources have been deployed to date, please visit the 2016 Community Health Needs Assessment Report (www.kp.org/chna) chapter: Implementation Strategy Evaluation of Impact.

KFH – Panorama City is committed to enhancing its understanding about how best to develop and implement effective strategies to address community health needs and recognizes that good health outcomes cannot be achieved without joint planning and partnerships with community stakeholders and leaders. As such, KFH – Panorama City welcomes future opportunities to enhance its strategic plans by relying on and building upon the strong community partnerships it currently has in place.

Access to Care

KFH – Panorama City’s **long-term goal** for addressing access to care is that all community members have access to timely, coordinated, high quality health care from a trained and diverse workforce. It aims to visualize this goal by organizing strategies around the following **strategic priorities (or intermediate goals):**

- Enhance individuals’ utilization of the community-based health delivery system.
- Improve the capacity of health care systems to provide quality health care services, including the social and non-medical needs of their patients.
- Improve the capacity of the primary care workforce to meet community needs.

These priorities have guided the development of the following core **strategies** to address access to care in the community. Strategies aligned with the Los Angeles County Community Health Improvement Plan (CHIP) will enable greater collaboration with public health and community health partners in addressing this health need.

- Support the provision of high quality health care (including preventive services and specialty care) for underserved populations. As part of the largest non-profit health system, KFH – Panorama City participates in government-sponsored programs for low-income individuals (i.e. Medi-Cal Managed Care and Medi-Cal Fee-For-Service), provides access and comprehensive health care to low-income individuals and families who do not have access to public or private health coverage through charitable health coverage, and provides financial assistance to low-income individuals who receive care at KFH facilities and can't afford medical expenses and/or cost sharing.
- Support policies and programs that improve ability of the health care organizations to assess upstream factors and coordinate with community-based preventive services.
- Support infrastructure improvements that can support the integration of clinical care with mental/behavioral health, oral health, vision and other health services.
- Improve the quality improvement (QI) infrastructure of health care organizations by supporting capacity to use data, leadership training, business operations and through other infrastructure building strategies. KFH-Panorama City has a Board Placement Program to engage SCPMG providers and KP Administrative leaders in serving on the boards of directors for FQHC's focus on improving access to care while sharing best practices and expert knowledge, and providing governance support. For example, Juan Vargas, MD, Chief of Family Medicine serves on the Board of Directors and sits on the Quality Improvement Board of Northeast Valley Health Corporation.
- Support policies and programs that improve the delivery care infrastructure and/or implement new models of care provision to improve the capacity of the primary care workforce.
- Support partnerships and networks that sustain and scale change and lift up priorities, evidence and experience of communities, and to share information about what works in improving access to health care for the underserved.
- Leverage Kaiser Permanente assets to drive coverage and access to health care for the underserved, build the capacity of the primary care workforce and improve appropriate utilization of health care services. For example, KFH-Panorama City is exploring implementation of a Physician Community Engagement Program, connecting KP Physicians to three community clinic partners in the San Fernando and Santa Clarita Valleys to provide medical care at the community clinics during the physicians paid educational time thus increasing access at the community clinics.

Successful implementation of these strategies is expected to contribute to the following set of **outcomes** in the community:

- Reduced barriers that impede an individual's ability to seek and obtain health care, and comply with medical treatment regimes.
- Improved referrals and coordination between health care providers and community resources and programs.
- Enhanced care integration of clinical, mental, dental, vision and complementary health strategies.

- Improved capacity, readiness and effectiveness of community-based organizations, community leaders and residents to address access to health care.

Economic Security

KFH – Panorama City’s **long-term goal** for addressing economic security is that all community members experience improved economic security, including access to employment, educational and housing opportunities and other factors that influence health, including access to affordable fresh food. It aims to visualize this goal by organizing strategies around the following **strategic priorities (or intermediate goals)**:

- Improve employment opportunities.
- Reduce food insecurity in the community.
- Improve the availability and the quality of affordable housing.
- Prevent displacement and homelessness.

These priorities have guided the development of the following core **strategies** to address economic security in the community. Strategies aligned with the Los Angeles County Community Health Improvement Plan (CHIP) will enable greater collaboration with public health and community health partners in addressing this health need.

- Support plans and policies that expand the supply of affordable housing for low-income families.
- Support the development and implementation of plans to remove or remediate lead paint.
- Expand efforts to increase access to permanent housing with supportive services for homeless individuals and families to help them maintain stability and self-sufficiency. For example, KFH-Panorama City Community Benefit Manager and Utilization Management Director participate in the San Fernando & Santa Clarita Valley Homeless Coalition focused on advocating for increased access to temporary and permanent supportive housing as well as collaborating with homeless service providers to increase care coordination.
- Support local governments, schools and/or community based organizations to provide healthy food options (including accessible drinking water) and to adopt healthy food policies, including procurement practices.
- Support local governments, schools and/or community -based organizations to enroll community members into available food programs, most importantly Cal Fresh and the Supplemental Food Program for Women, Infants, and Children (WIC); promote use of Cal Fresh and WIC benefits at farmer's markets for purchasing fresh fruits and vegetables. KFH – Panorama City promotes and provides access to fresh fruits and vegetables by operating a weekly, year round Farmer's Market at the Medical Center, which is open to the community and accepts Cal Fresh and WIC benefits.
- Support communities (schools, childcare, retailers, etc.) in adopting nutrition policies and practices, including those that limit children's exposure to unhealthy food and beverage marketing.
- Support partnerships and networks that sustain and scale change and lift up priorities, evidence and experience of communities, and to share information about what works in improving access to health care for the underserved.
- Leverage Kaiser Permanente assets to drive coverage and access to health care for the underserved, build the capacity of the primary care workforce and improve appropriate utilization of health care services.

Successful implementation of these strategies is expected to contribute to the following set of **outcomes** in the community:

- Adoption and implementation of policies and environments that increase availability and enable access to affordable housing, healthy food, and reduction in lead paint.
- Improved capacity, readiness and effectiveness of community-based organizations, community leaders and residents to support access to the social determinants of health.

Obesity/HEAL/Diabetes

KFH – Panorama City’s **long-term goal** for addressing obesity/HEAL/diabetes is that all community members eat healthy and move more as part of daily life. It aims to visualize this goal by organizing strategies around the following **strategic priorities (or intermediate goals)**:

- Improve access to opportunities for physical activity in the community.
- Improve access to healthy food options in the community.
- Improve linkages between health care services and community-level services.

These priorities have guided the development of the following core **strategies** to address obesity and overweight in the community. Strategies aligned with the Los Angeles County Community Health Improvement Plan (CHIP) will enable greater collaboration with public health and community health partners in addressing this health need.

- Support new and improved policies and environments that support active transportation and physical activity (e.g. safe pedestrian bicycle routes).
- Support policies that prioritize underserved neighborhoods for park investments and encourage communities to use parks to their full potential.
- Support local governments, schools and/or community based organizations to provide healthy food options (including accessible drinking water) and to adopt healthy food policies, including procurement practices. For example, KFH-Panorama City Community Benefit Manager serves on the Healthy San Fernando Advisory Committee headed by the Mayor and Recreation and Community Services Operations Manager for the City of San Fernando focused on improving access to healthy food options, adopting healthy food policies, and creating activity-promoting environments.
- Support collaboration between health care providers and community-level services to support patients' needs related to upstream determinants of health, such as access to healthy food at local grocery stores. KFH – Panorama City Community Benefit Manager is on the Board of Directors of and co-chair of the Chronic Disease committee for Valley Care Community Consortium, which leads a collaboration of public and private community partners to advocate, plan, assess needs and facilitate development of effective programs and policies to reduce obesity among the residents in the San Fernando and Santa Clarita Valleys.
- Support multi-level, multi-component initiatives in community settings to support access to healthy, affordable food and activity-promoting environments. An example is the Healthy Eating Active Living (HEAL) Zones. HEAL Zones are multi-year, place-based investments that support policy, advocacy and/or system changes in communities. These initiatives aim to lower the

prevalence of obesity and overweight by increasing access to fresh fruit, vegetables and healthy beverages and increasing safe places to be play and be physically active.

- Support multi-level, multi component initiatives in school settings to produce significant and measurable impact on the health of students, staff and teachers in K-12 schools within communities. An example for this strategy is the Thriving Schools Initiative, a community based effort to improve healthy eating, physical activity and school climate in K-12 schools in Kaiser Permanente's service areas, primarily through a focus on policy, systems and environmental changes that support healthy choices and a positive school climate.
- Support partnerships and networks that sustain and scale change and lift up priorities, evidence and experience of communities, and to build the field of healthy eating and active living.
- Leverage Kaiser Permanente assets to drive community health, including healthy eating and active living and champion organizational practice changes within Kaiser Permanente that promote health.

Successful implementation of these strategies is expected to contribute to the following set of **outcomes** in the community:

- Adoption and implementation of policies and environments that increase availability and enable access to healthy food (including fresh produce and safe drinking water) and/or physical activity.
- Improved referrals and coordination between health care providers and community resources and programs.
- Improved capacity, readiness and effectiveness of community-based organizations, community leaders and residents to collaborate and to promote policy, system and environmental change.

Mental and Behavioral Health

KFH – Panorama City's **long-term goal** for addressing mental and behavioral health is that all community members have optimal levels of mental health and well-being and access to high quality mental and behavioral health care services when needed. It aims to visualize this goal by organizing strategies around the following **strategic priorities (or intermediate goals)**:

- Improve the knowledge, capacity and infrastructure of health care, organizations and communities to address mental and behavioral health.
- Promote positive mental health by fostering community cohesion and social and emotional support.

These priorities have guided the development of the following core **strategies** to address mental and behavioral health in the community. Strategies aligned with the Los Angeles County Community Health Improvement Plan (CHIP) will enable greater collaboration with public health and community health partners in addressing this health need.

- Support integration of health care with community-based mental health services, such as: training of health care providers to identify mental and behavioral health needs, patient navigators who can help patients access services, strengthening of referral networks, and/or co-location of services between primary care and mental health providers. KFH – Panorama City has provided grant funding for organizations to employ patient navigators who help vulnerable populations access mental health services. KFH – Panorama City has also provided grant funding to many FQHCs to

- co-locate primary care and mental health providers.
- Support school and youth development organizations in learning about and addressing mental and behavioral health, including suicide prevention and trauma-informed care.
- Support prevention efforts to increase community awareness and educate youth and adults about the dangers of prescription drugs (including sharing, proper disposal, unintentional overdose, etc.)
- Support policies and programs that address early child development and toxic stress, including positive parenting and violence-free homes. For example, KFH-Panorama City will address mental health by collaborating with the National Alliance for Mental Illness (NAMI) San Fernando Valley and Antelope Valley, by providing conference room space for mental health workshops and support groups at no cost to the community.
- Leverage Kaiser Permanente assets to drive community health and champion organizational practice changes within Kaiser Permanente that promote mental and behavioral health
- Support partnerships and networks that sustain and scale change and lift up priorities, evidence and experience of communities, and to share information about what works in improving behavioral and mental health and to build the field. For example, KFH-Panorama City will participate in the Northeast San Fernando Valley Health Neighborhood Coalition Meetings which is a collaboration of Valley Nonprofit Resources and the Los Angeles County Department of Mental Health focused on increasing access to mental health services and care coordination.

Successful implementation of these strategies is expected to contribute to the following set of **outcomes** in the community:

- Increased access (availability and affordability) of mental and behavioral health services in health care and community settings.
- Improved referrals and coordination between health care providers and community resources and programs.
- Improved community cohesion, networks and social support.
- Improved capacity, readiness and effectiveness of community-based organizations, community leaders and residents to address mental and behavioral health.

Oral Health

KFH – Panorama City’s **long-term goal** for addressing oral health is to reduce oral health disease and advance overall health through increasing access and improving the prevention and management of oral health across the lifespan. It aims to visualize this goal by organizing strategies around the following **strategic priorities (or intermediate goals)**:

- Improve the quality of the oral health care delivery system, focusing on patient-centered care.
- Improved oral health policies and programs that increase preventive care and expand services.

These priorities have guided the development of the following core **strategies** to address oral health in the community. Strategies aligned with the Los Angeles County Community Health Improvement Plan (CHIP) will enable greater collaboration with public health and community health partners in addressing this health need.

- Support infrastructure and capacity building of FQHCs to improve access to quality oral health services. KFHC – Panorama City provides grant funding to FQHCs to support capacity building and expansion of oral health care services at clinic locations.
- Support the maintenance and expansion of clinic and community linkages with government, school, and community programs.
- Support the integration of oral health into clinical care delivery models.
- Support partnerships and networks that sustain and scale change and lift up priorities, evidence and experience of communities, and to build the field of oral health.
- Support partnerships and networks that sustain and scale change and lift up priorities, evidence and experience of communities, and to build the field of oral health. KFHC – Panorama City Community Benefit Manager will join the Oral Health committee for Valley Care Community Consortium, which leads a collaboration of public and private community partners to advocate, plan, assess needs and facilitate development of effective programs and policies to increase access to oral health services for the residents of the San Fernando and Santa Clarita Valleys.
- Leverage Kaiser Permanente assets to drive community health, oral health, and champion organizational practice changes within Kaiser Permanente that promote health

Successful implementation of these strategies is expected to contribute to the following set of **outcomes** in the community:

- Increased access (availability and affordability) of oral health services in health care and community settings.
- Improved referrals and coordination between health care providers and community resources and programs to address the oral needs of the community.
- Enhanced care integration of clinical, mental, dental, vision and complementary health strategies.

In addition to addressing the selected health needs described above, Kaiser Permanente, as an integrated health care delivery system, dedicates resources that target broader health system needs and upstream determinants of health.

Research

Kaiser Permanente conducts, publishes, and disseminates high-quality epidemiological and health services research to improve the health and medical care throughout our communities. Access to reliable data is a significant need of the overall health care system and can also be implemented in service of the identified health needs. Deploying a wide range of research methods contributes to building general knowledge for improving health and health care services, including clinical research, health care services research, and epidemiological and translational studies on health care that are generalizable and broadly shared. Conducting high-quality health research and disseminating its findings increases awareness of the changing health needs of diverse communities, addresses health disparities, and improves effective health care delivery and health outcomes in diverse populations disproportionately impacted by health disparities. Research projects encompass epidemiologic and health services studies as well as clinical trials and program evaluations. They cover a wide range of topics including clinical trials, building scientific

expertise in health services and policy, and implementation science to bridge the gap between research and practice.

Our Commitment to Total Health

Kaiser Permanente is aware of the significant impact that our organization has on the health of communities as a consequence of our business practices including hiring, purchasing, and environmental stewardship. In addition to the direct community investments we make through grant-making, collaborations and partnerships, we have explored opportunities to align our hiring practices, purchasing, building and environmental stewardship efforts with the goal of improving the conditions that contribute to health in our communities. The following strategies are illustrations of the types of continual organizational business practices we implement that can address priority health needs and contribute to community health and well-being. These strategies are intended to be illustrative, and not an exhaustive list of our efforts:

- **Implement green business practices and building standards to address climate and health**, such as purchasing clean wind and solar energy; and renovating all buildings to meet “KP brand” expectations around environmental stewardship and the built environment.
- **Contribute toward supplier diversity in the community to address economic security** by implementing policies and standards to procure supplies and services from a diverse set of providers, and working with vendors to support sub-contracting with diverse suppliers/service providers.
- **Develop the health care workforce to address access to care and economic security** by implementing health care workforce pipeline programs to introduce diverse, underrepresented school age youth and college students to health careers; partnering with local vocational schools, community colleges, workforce investment boards, local hiring halls or community-based workforce development programs to create pipelines from target communities; and providing workforce training programs to train current and future health care providers with linguistic and cultural competence skills to meet the health care needs of diverse communities.

X. Evaluation Plans

KFH – Panorama City will monitor and evaluate the strategies listed above for the purpose of tracking the implementation of those strategies as well as to document the anticipated impact. Plans to monitor will be tailored to each strategy and will include the collection and documentation of tracking measures, such as the number of grants made, number of dollars spent, and number of people reached/served. In addition, KFH – Panorama City will require grantees to propose, track and report outcomes, including behavior changes and health outcomes as appropriate. For example, measures for a strategy that addresses obesity/overweight by increasing access to physical activity and healthy eating options might include: number of students walking or biking to school, access to fresh locally grown fruits and vegetables at schools, or number of weekly physical activity minutes.

XI. Health Needs Facility Does Not Intend to Address

The health needs that KFH – Panorama City does not intend to directly address are: cardiovascular disease, STIs/HIV, and violence prevention. Using the defined criteria listed in Section VIII, a majority of these needs were deemed to be of relatively lower need. Additionally, existing community resources were also considered, and KFH – Panorama City will focus on health needs that can be most effectively addressed given the assets available. The core planning team was involved in this decision-making process (outlined in Section VIII) and these needs were deemed to have lower magnitude and severity ratings. Existing resources and established organizations in the community are available to address cardiovascular disease and STIs. While KFH – Panorama City will not directly address cardiovascular disease and STIs, our support of Community Health Centers has the potential to improve care of these conditions. For violence prevention, KFH – Panorama City is committed to identifying ways to improve this area. Although these needs are not being directly addressed, it should be noted that health needs can influence one another. For example, reducing overweight and improving nutrition and physical activity have been shown to positively influence cardiovascular disease. Additionally, implementing mental health strategies can support violence prevention issues.

While this Implementation Strategy report responds to the CHNA and Implementation Strategy requirements in the Affordable Care Act and IRS Notices, it is not exhaustive of everything we do to enhance the health of our communities. KFH – Panorama City will look for collaboration opportunities that address the needs not selected where it can appropriately contribute to addressing those needs, or where those needs align with current strategies and priorities.