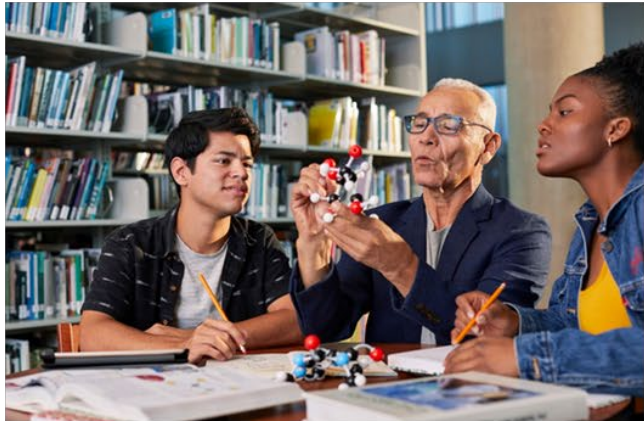


# 2022 Implementation Strategy



Kaiser Permanente of Colorado

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

September 27, 2022



# Kaiser Permanente of Colorado 2022 IMPLEMENTATION STRATEGY

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## General information

Contact Person	Amy L. White Vice President, Marketing, Communications, & Community Relations
Date of written plan	June 14, 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 <sup>th</sup> 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, 84-0591617
Address of hospital organization	One Kaiser Plaza, Oakland, CA 94612

# Kaiser Permanente of Colorado 2022 Implementation Strategy

## Summary

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

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

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

1. Access to care
2. Housing
3. Food insecurity
4. Income & employment
5. Structural racism
6. Climate & environment

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

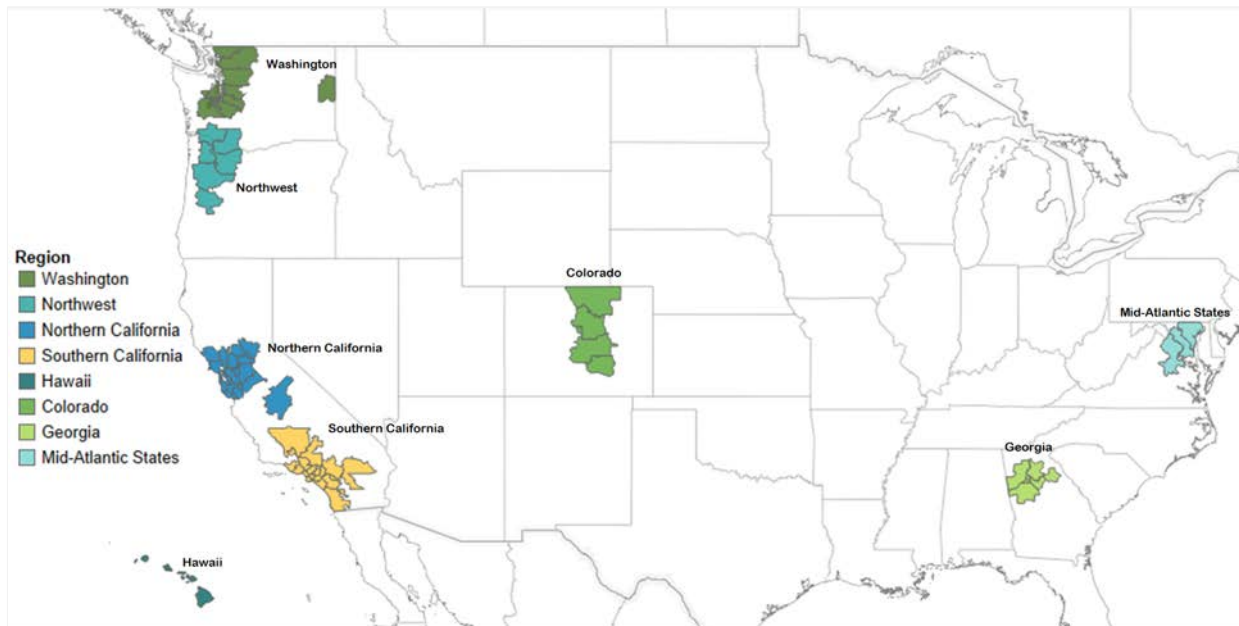
# Introduction/background

## About Kaiser Permanente

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

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

Kaiser Permanente regions and CHNA service areas



## About Kaiser Permanente Community Health

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

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

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

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

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

## Kaiser Permanente's approach to community health needs assessment

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

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

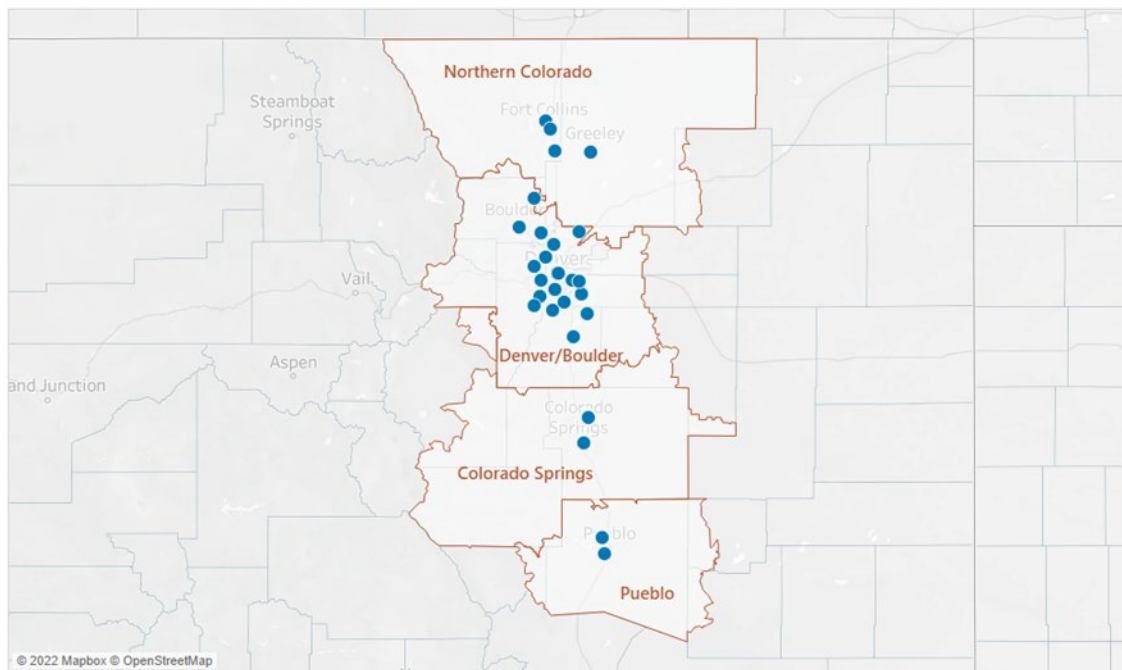
The Kaiser Permanente of Colorado 2022 CHNA report and three-year IS are available publicly at <https://www.kp.org/chna>. In addition, the IS will be filed with the Internal Revenue Service using Form 990, Schedule H.

## Community served

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

### Colorado region and service areas

● Kaiser Permanente medical offices



## Colorado region demographic profile

Total population:	4,989,771
American Indian/Alaska Native	0.5%
Asian	3.8%
Black	4.6%
Hispanic	22.3%
Multiracial	2.7%
Native Hawaiian/other Pacific Islander	0.1%
Other race/ethnicity	0.2%
White	65.8%
Under age 18	22.7%
Age 65 and over	13.1%

## Community health needs

### Significant health needs identified in the Kaiser Permanente of Colorado 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 Colorado region, listed below.

1. Access to care
2. Housing
3. Food insecurity
4. Income & employment
5. Structural racism
6. Climate & environment



## Kaiser Permanente's implementation strategy process

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

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

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

## Health needs Kaiser Permanente of Colorado plans to address

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

**1. Access to care:** The Colorado region provides comprehensive health care services to best meet the needs of the community. Key components of accessing care in the Colorado region include one's ability to obtain preventative treatment, specialty care, and mental and behavioral health services. Key informants from health care, mental health and public health organizations shared that access to providers who provide culturally relevant services is a challenge. In the Colorado region improving the mental health and well-being of the community requires addressing challenges such as adequate system support for depression, suicide, and unhealthy substance use.

**2. Housing:** In the Colorado region, housing affordability – the ability of a typical resident to purchase an existing home in the area is worse than the national average in most ZIP codes. Many households are spending more than 30 percent of their income on mortgages. The Colorado housing crisis is multifaceted and varies by geography. Colorado's population has increased by almost 1 million over the past decade. The population increase, combined with the recent increase in housing prices and rents has low income households at risk of losing their home. In rural areas, homes are being purchased as second homes or investors are purchasing vacation homes. This displaces long-time residents and makes it hard for individuals who work the service and tourism industries to afford a home that is close to where they work.

**3. Food insecurity:** Food insecurity is a need across the region and people with lower incomes, rural residents, young adults, black/African American and Hispanic/Latinx people, and women are disproportionately affected by food insecurity. Food insecurity, like most health needs, is part of interconnected and complex systems. To make progress in reducing food insecurity a system of solutions must exist. The Colorado Blueprint to End Hunger is working to research, fund, and implement solutions so that “every Coloradan can access the food they choose, where they want it, when they need it.” Key informants shared that residents experiencing food insecurity access supports in a variety of ways such as utilizing food pantries, receiving supplemental food from school, and enrolling in programs like the Supplemental Nutritional Assistance Program (SNAP).

**4. Income & employment:** Many factors, such as the pandemic, social unrest and political divisiveness, impact income and employment in the Colorado region. During the pandemic unemployment hit an all-time high, reaching more than 11 percent unemployed in many areas. As communities in Colorado continue to economically recover, unemployment rates continue to drop. However, access to jobs, and especially jobs that pay a living wage is not equal, which creates disparities between people of color and white households. Community representatives shared that the economic divide is growing in Colorado and that investments should be made to support businesses owned by people of color.

**5. Structural racism:** Racism underlies all other health concerns, according to key informants who were interviewed. They described this as the consistent disinvestment in communities of color and the way systems are set up to benefit some people but not others. According to one from a service organization “in the communities that we work in, both rural and in urban areas, different races have just really been impacted so differently. So many of the historically marginalized communities have been impacted by racism.” The pandemic worsened inequities. In Colorado, American Indian/Alaskan Native, Black and Latino Coloradans were more likely to report job loss, reduced income and other financial hardship due to COVID-19.

**6. Climate & environment:** In Colorado, temperatures have risen by about 2.5 degrees Fahrenheit since the beginning of the 20<sup>th</sup> century. Within Colorado 4 major rivers supply water to 18 other states. Warming temperatures reduces overall water availability and leads to earlier snowmelt in a given year. In addition, the frequency of severe droughts has increased, which reduces soil moisture and leads to more frequent and severe wildfires. Colorado is taking intentional steps to build equity and justice into climate strategies. Most recently creating an Environmental Justice Unit at the Colorado Department of Public Health and Environment, which is mapping environmental burdens such as air pollution, changing climate, and how close people live to lots of traffic in communities across the state.

## Kaiser Permanente's approach to implementation strategies

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

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

Kaiser Permanente strategic focus areas include:

### Increasing health access

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

### Social health needs

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

### Improving community conditions

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

## Kaiser Permanente of Colorado implementation strategies

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

To implement the strategies identified, Kaiser Permanente of Colorado will draw on a broad array of organizational resources, such as grantmaking and leveraged assets, as well as internal Kaiser Permanente programs. Kaiser Permanente of Colorado 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	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)	
	Safe, healthy, and supportive learning environments for all students, staff, and teachers	Thriving Schools: Movement building: Strengthen the field	Support organizations advancing policies or research in focus areas: physical, mental and social health; equity and access	
	A systemwide approach to preventing and mitigating the negative impacts of trauma	Advancing Equity	Support Black, Indigenous, People of Color (BIPOC) youth to advance best practices for suicide prevention and/or mitigating the impacts of ACEs, toxic stress, and trauma for young people disproportionately experiencing inequities	
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. Housing	Vibrant, equitable cities in which everyone lives longer, healthier lives	CityHealth: Policy advancement	Support coalitions or other organizations that advance policies that are part of the CityHealth menu: Affordable housing trusts, healthy rental housing, legal support for renters	
			All people have access to safe, affordable, and stable housing and homelessness becomes a rare, brief occurrence	Housing for Health: Increase Affordable Housing Supply
	All people have access to safe, affordable, and stable housing and homelessness becomes a rare, brief occurrence	Housing for Health: Strengthen Homeless Systems of Care	Support system-level approaches to reducing homelessness (e.g., achieving quality data)	
		Access to Housing	Provide resources to increase accessibility for home ownership	

Priority health need	Expected impact	Focus	Strategy
3. Food insecurity	Safe, healthy, and supportive learning environments for all students, staff, and teachers	Thriving Schools: Broad reach: Provide resources and support for all	Extend school and district adoption and integration of Kaiser Permanente Thriving Schools initiatives, tools, and resources
		Thriving Schools: Intensive support: Partner with select schools and districts	Provide mini-grants to schools and districts for infrastructure gaps and supplementary training
	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: Policy and Research	Support local and state policy, research, and advocacy organizations leading efforts that have a direct impact on community food security strategies
4. Income & employment	All people have access to a robust network of community organizations to meet their social health needs	Thrive Local: CBO Capacity Development	Support community based organization capacity building, including but not limited to, staffing, training, leadership development, and policy advocacy
	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
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: Community Power Building	Support to Black, Indigenous, People of Color (BIPOC)-led organizations, with an emphasis on Black-led
	Reduced structural barriers and culturally responsive workforce	Advancing Equity	Support clinicians in addressing systemic racism, to improve health equity

Priority health need	Expected impact	Focus	Strategy
6. Climate & environment	Vibrant, equitable cities in which everyone lives longer, healthier lives	CityHealth: Policy advancement	Support coalitions or other organizations that advance policies that are part of the CityHealth menu: Greenspace
	All people have access to clean air and water and live in environments resilient to impacts of climate change	Environmental Stewardship: Environmental Stewardship	Support organizations addressing environmental justice and the impacts of climate change, such as air quality, temperature-related illness, extreme weather events, and vector-borne diseases and water-related illness
	Diversified Donor Advised Fund aligned with socially responsible priorities.	Socially Responsible Investing: Socially Responsible Investing	Pursue socially responsible investment vehicles for donor advised fund

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

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

## Health needs Kaiser Permanente of Colorado does not plan to address

Kaiser Permanente of Colorado is addressing all of the significant needs identified in the 2022 CHNA.