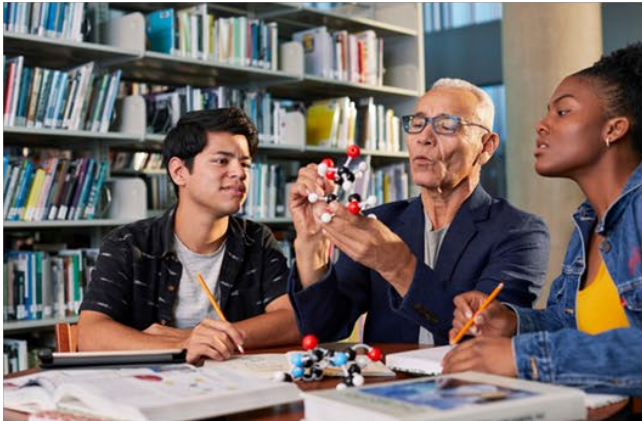


# 2022 Implementation Strategy



Kaiser Permanente of Georgia

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

September 27, 2022



# Kaiser Permanente of Georgia 2022 IMPLEMENTATION STRATEGY

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## General information

Contact Person	Mary Spanburgh, Manager, Community Benefit
Date of written plan	June 3, 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, 58-1592076
Address of hospital organization	One Kaiser Plaza, Oakland, CA 94612

# Kaiser Permanente of Georgia 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 Georgia conducts a community health needs assessment (CHNA) and identifies significant health needs. To address those needs, Kaiser Permanente of Georgia 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 Georgia has identified the following significant health needs to be addressed in the IS, in priority order:

1. Access to care
2. Mental & behavioral health
3. Chronic disease & disability
4. Healthy Eating Active Living opportunities
5. Income & employment
6. Food insecurity
7. Education
8. Housing
9. Structural racism

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

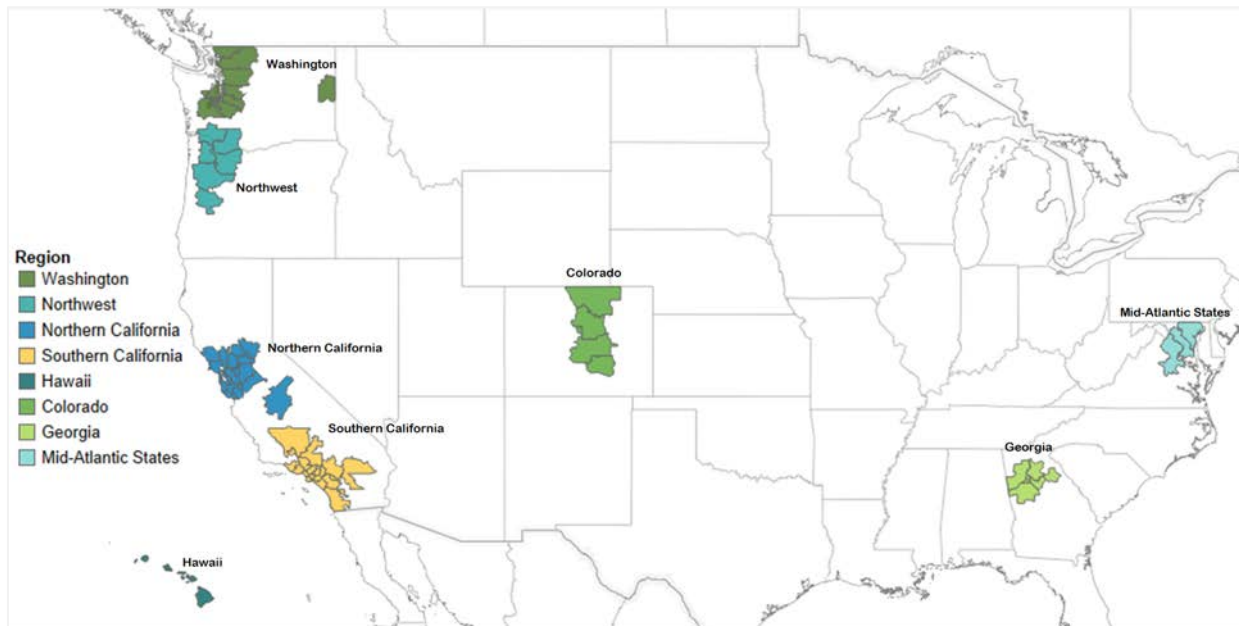
# Introduction/background

## 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.

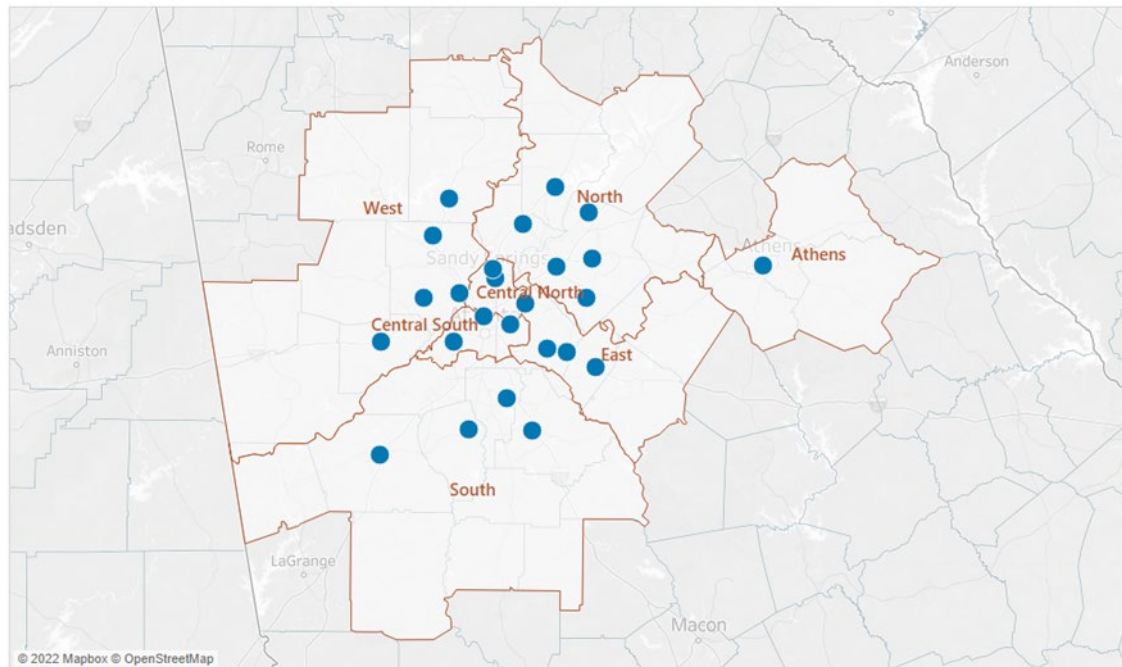
The Kaiser Permanente of Georgia 2022 CHNA report and three-year IS are available publicly at <https://www.kp.org/chna>. In addition, the IS will be filed with the Internal Revenue Service using Form 990, Schedule H.

## Community served

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

## Georgia region and service areas

● Kaiser Permanente medical offices



## Georgia region demographic profile

Total population:	6,438,143
American Indian/Alaska Native	0.2%
Asian	6.2%
Black	33.0%
Hispanic	11.6%
Multiracial	2.2%
Native Hawaiian/other Pacific Islander	0.0%
Other race/ethnicity	0.2%
White	46.6%
Under age 18	24.5%
Age 65 and over	12.0%

## Community health needs

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

1. Access to care
2. Mental & behavioral health
3. Chronic disease & disability
4. Healthy Eating Active Living opportunities
5. Income & employment
6. Food insecurity
7. Education
8. Housing
9. Structural racism



## 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 Georgia will address in the 2022 three-year Implementation Strategy, Kaiser Permanente of Georgia 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
- Opportunity for impact

## Health needs Kaiser Permanente of Georgia plans to address

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

**1. Access to care.** Many residents in the Georgia region do not have access to the most appropriate care to meet their needs for a variety of reasons, including insurance status, immigration status, the inability to navigate available services, lack of available providers, and lack of transportation. There is evidence in both the secondary and primary data of disruptions in the care continuum throughout the region. Specifically, hospital use (emergency room and hospitalization) and mortality rates are highest in Bartow, Carroll, Madison, Paulding, and Spalding counties, with pockets of high utilization showing in specific areas of Cobb, Dekalb, Douglas, Fulton, and Rockdale counties as well. Furthermore, there are areas of specific need along the care continuum throughout the region.

**2. Mental health.** The region has more mental health providers and better behavioral outcomes and hospital use when compared to the state, however, overall access to mental health providers is worse than the national benchmark. Mortality and hospital use rates are elevated for substance use, and there are pockets of poor behavioral health outcomes throughout the footprint, with more than half of the counties served showing higher rates of hospital use when compared to state rates. According to community input, there are many reasons for poor behavioral health access and outcomes, including increase in stress, loss, and social isolation, lack of access to services, and lack of insurance parity and limited care for underinsured and uninsured.

**3. Chronic Disease.** In the Georgia region the top five causes of death are related to chronic conditions, lifestyle, behaviors (e.g., heart disease, stroke, lung cancer, and COPD), or age (Alzheimer's disease). Asthma rates are average in the Georgia region, though slightly more residents are hospitalized for asthma-related ailments compared to the state, and slightly fewer are visiting the emergency room for treatment. The region shows slightly better outcomes for cardiovascular disease compared to the state – e.g., stroke prevalence and mortality, heart disease mortality, and heart failure and stroke readmission rates; however, there is a lot of variability among the counties. Historically, the burden of cancer has been much higher in Georgia compared to national numbers, which influences cancer burden and outcomes in communities in the Georgia region. When compared to state benchmarks the region shows higher rates of breast cancer incidence, hospitalization, and mortality and prostate cancer incidence and hospitalization.

**4. Healthy Eating Active Living opportunities.** Healthy eating and active living are essential to a community's wellness. Access to healthy options and health behaviors play key roles in a population's ability to eat healthily and live actively. The communities in the Georgia region experience above-average commute times, food insecurity, and fast-food rates, with below-average access to grocery stores. COVID-19 Pandemic Influence Survey participants noted that the pandemic has had a significant influence on healthy living and food access due to increased social isolation, stress, and restricted ability to engage in healthy behaviors.

**5. Income & employment.** Impoverished residents have reduced access to healthy food, high-performing schools, transportation, and adequate and safe housing. Poverty limits access to care and increases poor physical and mental health outcomes. Throughout the Georgia region, married couple families have the lowest poverty rates, whereas the single female head of household families have the highest poverty rates, with rates between 2 and 6 times that of married families between 2015-2019 (ACS, 2019). When compared to white residents, Black and Hispanic residents were more likely to fall under 100 percent of the Federal Poverty Level (ACS, 2019). Women have higher poverty rates than men (ACS, 2019).

**6. Food insecurity.** Rural areas of the state, particularly South Georgia, have lower access to healthy food outlets. Access to affordable healthy food, food insecurity, and food access is also a concern in Butts, Clayton, Fulton, Douglas, and Cobb counties. Community leaders noted that there is a lack of transportation for those that are SNAP eligible to access healthy foods. Low-income communities are vulnerable to marketing by fast food. Gentrification in areas of Atlanta may increase food access, but those with low food access are also in danger of displacement. When compared to state benchmarks, Georgia region has a higher percentage of the low-income population with low food access. In addition, it contains nearly half of the food desert census tracts in Georgia.

**7. Education.** When compared to the nation, Georgia has consistently had lower educational attainment and enrollment in higher education opportunities. When compared to state benchmarks the Georgia region shows lower graduation rates and Head Start enrollment, and slightly fewer adults with some college education. Community leaders expressed concerns about education in the region, noting that there is a need for more or steady supplemental funding for childcare and early education, in part to help address the high turnover for childcare employees.

**8. Housing.** Affordable housing has been a growing concern in many of the communities in the Georgia region, which was worsened by the pandemic. Housing situations are fragile due to job loss, underemployment, and price increases across sectors. Housing insecurity may contribute to increases in stress, homelessness, chronic disease, and exposure to COVID-19. Small, independent apartment owners did not receive state or federal assistance. Many individuals are behind on their mortgage or rent and at risk of eviction or foreclosure. There are limited solutions in place to address the lack of affordable housing.

**9. Structural racism.** When compared to their racial and ethnic counterparts in the Georgia region Black and Hispanic residents are less likely to graduate from high school and more likely to be in poverty and uninsured. Black residents experience higher prevalence, hospital use, and mortality for diabetes, cancer (breast, cervical, colon, and prostate), hypertension, asthma, mental health disorders, and birth outcomes (including maternal and infant mortality). In addition, Black residents are more likely to seek care in the emergency room and die.

## 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 Georgia implementation strategies

Kaiser Permanente of Georgia 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 Georgia 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 Georgia 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	
			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	
			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	
	Increased access for maternal and child health services	Maternal and Child Health	Support community-based organizations that are working to increase access to Maternal & Child Health education and support services with a focus on decreasing infant mortality	
All people have access to a robust network of community organizations to meet their social health needs	Thrive Local: Community Network Development	Support partnerships with local, regional, or national organizations to grow networks of community based organizations that address social health needs and coordinate care		
		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. Mental & behavioral health	Vibrant, equitable cities in which everyone lives longer, healthier lives	CityHealth: Policy advancement
3. Chronic disease & disability	All people have increased access to HIV screening, prevention, and treatment services	HIV/AIDS prevention and care	Support community-based organizations that are implementing programs to improve access to care and prevention services for HIV/AIDS	

Priority health need	Expected impact	Focus	Strategy
4. Healthy Eating Active Living opportunities	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
5. Income & employment	Reduced structural barriers and improved opportunities for inclusive economic mobility	Economic Opportunity: Diverse Small Business	Support organizations that provide culturally and linguistically relevant training and technical assistance to small businesses and entrepreneurs of color
			Support organizations advocating for policies to increase small businesses' access to affordable capital, strengthen infrastructure, and address systemic financial inequities
		Economic Opportunity: Individual Financial Health	Improve individual financial health by supporting housing, workforce development, or other organizations that embed or enhance financial coaching services
		Economic Opportunity: Quality Jobs & Careers	Enhance career pathways by partnering with workforce development organizations to develop and implement job training and placement programs, including pre-apprenticeship programs
	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: Eco-friendly purchasing
6. Food insecurity	All people have access to a robust network of community organizations to meet their social health needs	Social Health Practice: Thrive Local: Maximizing the Value of the Network	Strengthen community networks by supporting community or navigation centers, community advisory councils, and interoperability with other systems
	All people have consistent access to affordable healthy food	Food for Life: Increasing Purchasing Power	Support organizations that increase enrollment in programs that extend food dollars such as in the Supplemental Nutrition Assistance Program (SNAP), Special Supplemental Nutrition Program for Women, Infants and Children (WIC), and federal school meal programs
		Food for Life: Meal/Nutrition Distribution	Support organizations that distribute food such as medical tailored meals, prepared food, produce, or other food and meals to school children, families, and those in underserved communities

Priority health need	Expected impact	Focus	Strategy
7. Education	Safe, healthy, and supportive learning environments for all students, staff, and teachers	Thriving Schools: Broad reach: Provide resources and support for all	Extend school and district adoption and integration of Kaiser Permanente Thriving Schools initiatives, tools, and resources
		Thriving Schools: Intensive support: Partner with select schools and districts	Provide funding to schools and districts to fill gaps identified in a Healthier Generation assessment or to implement the Healthier Generation Thriving Schools Integrated Approach
			Provide mini-grants to schools and districts for infrastructure gaps and supplementary training
	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
	Safe, healthy, and supportive learning environments for early education students, staff, and teachers		Support the Kaiser Permanente Health Equity Scholars program
		Early Education	Provide mini-grants to early childhood education organizations for infrastructure gaps and supplementary training

Priority health need	Expected impact	Focus	Strategy
8. 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	Provide resources for preserving or enhancing the supply of affordable housing
		Housing for Health: Prevent Homelessness	Support evidence-based housing stabilization assistance
			Support expansion of housing-related legal support for at-risk tenants
		Housing for Health: Strengthen Homeless Systems of Care	Support system-level approaches to reducing homelessness (e.g., achieving quality data)
Housing for Health: Transform Care	Support improved coordination among Continuum of Care programs, social service organizations, and housing providers		
9. 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 Black, Indigenous, People of Color (BIPOC)-led organizations, with an emphasis on Black-led
		Equity: CBO Leadership and Capacity Building	Support grassroots and advocacy organizations and initiatives



Kaiser Permanente of Georgia 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 Georgia does not plan to address

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