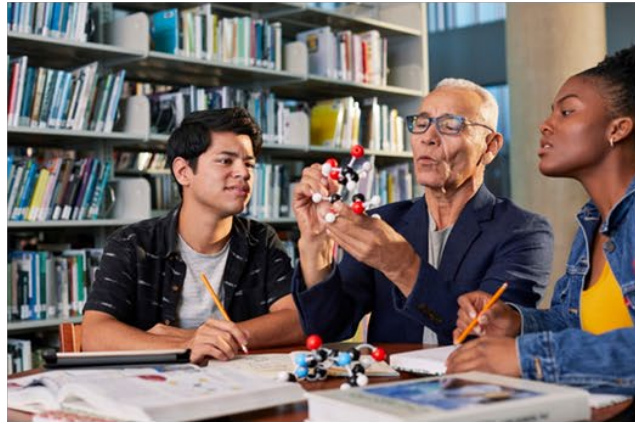


2022 Implementation Strategy



Kaiser Permanente Kern County

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

September 27, 2022

Kaiser Permanente Kern County 2022 IMPLEMENTATION STRATEGY

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General information

Contact Person	Kristin N. Weber, Public Affairs Director
Date of written plan	May 24, 2022
Date written plan was adopted by authorized governing body	September 27, 2022
Date written plan was required to be adopted	May 15, 2023
Authorized governing body that adopted the written plan	Kaiser Foundation Health Plan, Inc., Kaiser Foundation Hospitals, Board of Directors, Community Health Committee
Was the written plan adopted by the authorized governing body on or before the 15 th day of the fifth month after the end of the taxable year the CHNA was completed?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Date facility's prior written plan was adopted by organization's governing body	March 18, 2020
Name and EIN of hospital organization operating hospital facility	Kaiser Foundation Hospitals, 94-1105628
Address of hospital organization	One Kaiser Plaza, Oakland, CA 94612

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

1. Access to care
2. Housing
3. Income & employment
4. Mental & behavioral health

Kaiser Permanente Kern County CHNA report and three-year IS are publicly available at <https://www.kp.org/chna>.

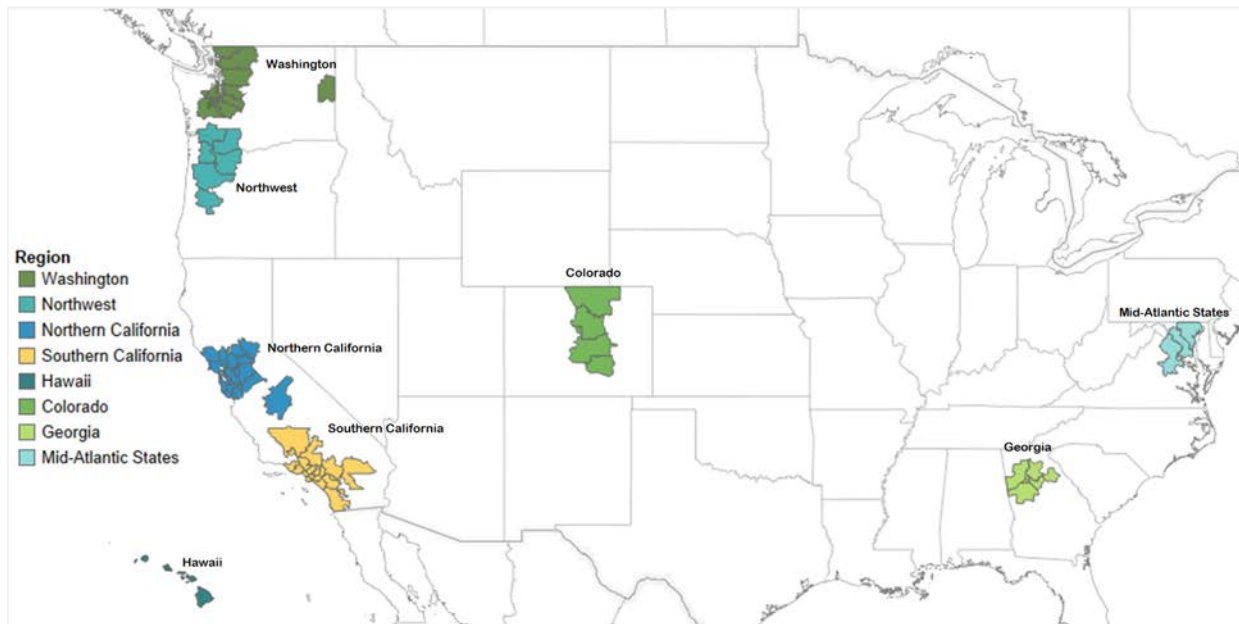
Introduction/background

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.

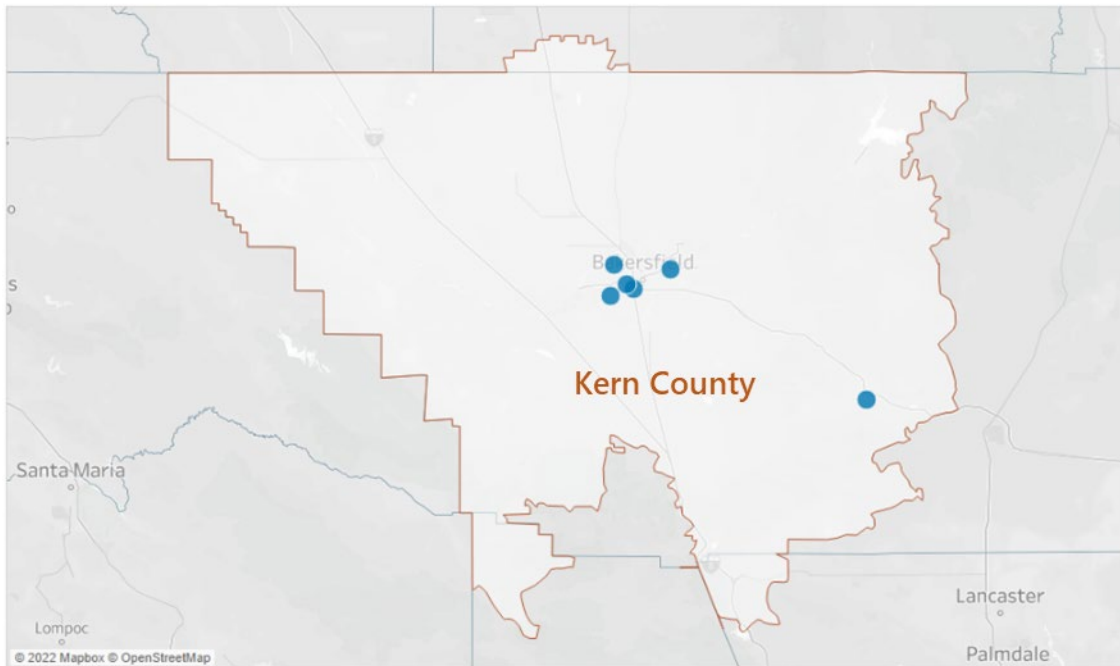
The Kaiser Permanente Kern County 2022 CHNA report and three-year IS are available publicly at <https://www.kp.org/chna>. In addition, the IS will be filed with the Internal Revenue Service using Form 990, Schedule H.

Community served

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

Kern County service area

● Kaiser Permanente medical offices



Kern County service area demographic profile

Total population:	823,630
American Indian/Alaska Native	0.6%
Asian	4.7%
Black	4.8%
Hispanic	58.1%
Multiracial	1.8%
Native Hawaiian/other Pacific Islander	0.1%
Other race/ethnicity	0.2%
White	29.7%
Under age 18	29.3%
Age 65 and over	10.3%

Community health needs

Significant health needs identified in the Kaiser Permanente Kern County 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 Kern County service area, listed below.

1. Access to care
2. Housing
3. Income & employment
4. Mental & behavioral health

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 Kern County will address in the 2022 three-year Implementation Strategy, Kaiser Permanente Kern County 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 Kern County plans to address

The health needs in the Kern County service area that will be addressed during 2023-2025 are:

1. Access to care: The Kern service area faces several challenges related to access to care, including a shortage of primary care physicians and inequalities in the proportion of people insured. These shortfalls may cause some downstream problems with health outcomes, such as a high infant mortality rate. Local experts in Kern suggest that cross-service collaboration, cross-provider collaboration, outreach services, and mobile services would help in addressing this health need.

2. Housing: Housing conditions in the Kern service area are difficult for many residents. Issues identified using national datasets include overcrowding and high housing cost. Homelessness in Kern appears to be rising steeply in recent years according to annual point-in-time counts. Blacks in particular are overrepresented among those without housing in Kern. Many key informants confirmed that lack of affordable housing is a major health need in Kern, and suggested that a significant increase in funding, combined more partnership and collaboration among providers of services for the homeless, could help knit together disjointed systems to provide better care and create more affordable housing.

3. Income & employment: Put simply, residents of the Kern service area are poorer than average Americans. The proportion of those living below the poverty line is nearly 50 percent greater than the national average. Poverty in Kern patterns geographically, with areas outside of Bakersfield having higher poverty rates. Median household income is nearly 20 percent lower than the national average. Poverty in the Kern service area affects children as well. The child poverty rate is more than 50 percent higher than the national average; children are more likely than adults to experience poverty. Local experts were frank about the reality that many residents, including members of the large agricultural workforce, cannot afford healthcare.

4. Mental & behavioral health: In addition to a shortage of primary health care providers, the Kern service area also faces a shortage of mental health providers. One important outcome metric for Kern County is the rate of deaths of despair, which are nearly 20 percent higher than the national average. Kern is the exception to the Southern California norm of average to above-average indicators for mental health. In key informant interviews, stakeholders emphasized the importance of integrating mental and behavioral health services with other forms of healthcare. Building up a culturally-competent workforce of mental health professionals will require long term investments in training and education.

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 Kern County implementation strategies

Kaiser Permanente Kern County 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 Kern County will draw on a broad array of organizational resources, such as grantmaking and leveraged assets, as well as internal Kaiser Permanente programs. Kaiser Permanente Kern County Community Health also recognizes the importance of joint planning and collaboration with community stakeholders and leaders and welcomes opportunities to build on the strong partnerships we currently have in place.

Priority health need	Expected impact	Focus	Strategy
1. Access to care	Increased access to care for low-income at-risk populations	Medicaid & Charity Care	Charitable Health Coverage: Provide access to comprehensive health care and to coverage for low-income individuals and families who do not have access to public or private health coverage
			Medicaid: Provide high-quality medical care services to Medicaid participants who would otherwise struggle to access care
			Medical Financial Assistance: Provide temporary financial assistance to low-income individuals who receive care at KP facilities and can't afford medical expenses and/or cost sharing
			Support organizations that build capacity, provide information about coverage options, assist with eligibility screening, application and enrollment, and advocate for increasing coverage options for low-income individuals
	Improved quality of care for patients of safety net organizations	Safety Net Partnerships	Provide core support to safety net organizations, allowing these organizations to implement initiatives appropriate for the needs of their population (e.g., expansion of specialty care, providing more virtual care for nonsurgical specialties)
	All people have access to 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
2. Housing	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
		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

Priority health need	Expected impact	Focus	Strategy
3. Income & employment	Reduced structural barriers and improved opportunities for inclusive economic mobility	Economic Opportunity: College & Career Readiness	Support programs that improve high school attendance, achievement, and/or graduation for students of color in low-income areas
		Economic Opportunity: Individual Financial Health	Improve individual financial health by supporting housing, workforce development, or other organizations that embed or enhance financial coaching services
4. Mental & behavioral health	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
	Culturally responsive mental health work force to meet the needs of the community	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
	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)

Kaiser Permanente Kern County 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 Kern County does not plan to address

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