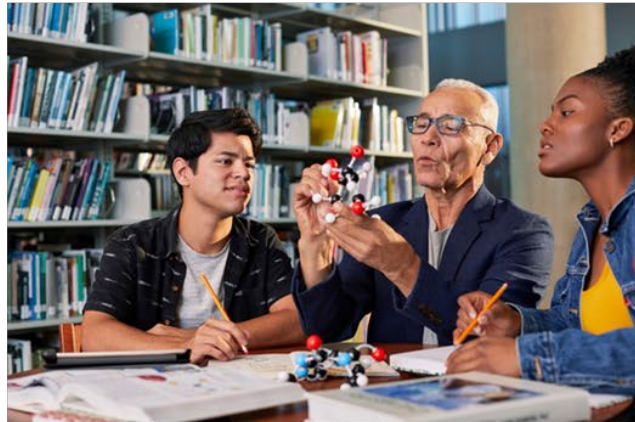


# 2022 Implementation Strategy



Kaiser Permanente Los Angeles Medical Center

License number: 930000077

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

September 27, 2022



# Kaiser Permanente Los Angeles Medical Center 2022 IMPLEMENTATION STRATEGY

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## General information

Contact Person	Jenna A. Watkinson-Castillo, 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 <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, 94-1105628
Address of hospital organization	One Kaiser Plaza, Oakland, CA 94612

# Kaiser Permanente Los Angeles Medical Center 2022 Implementation Strategy

## Summary

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

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

For the 2023-2025 IS, Kaiser Permanente Los Angeles Medical Center has identified the following significant health needs to be addressed in the IS, in priority order:

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

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

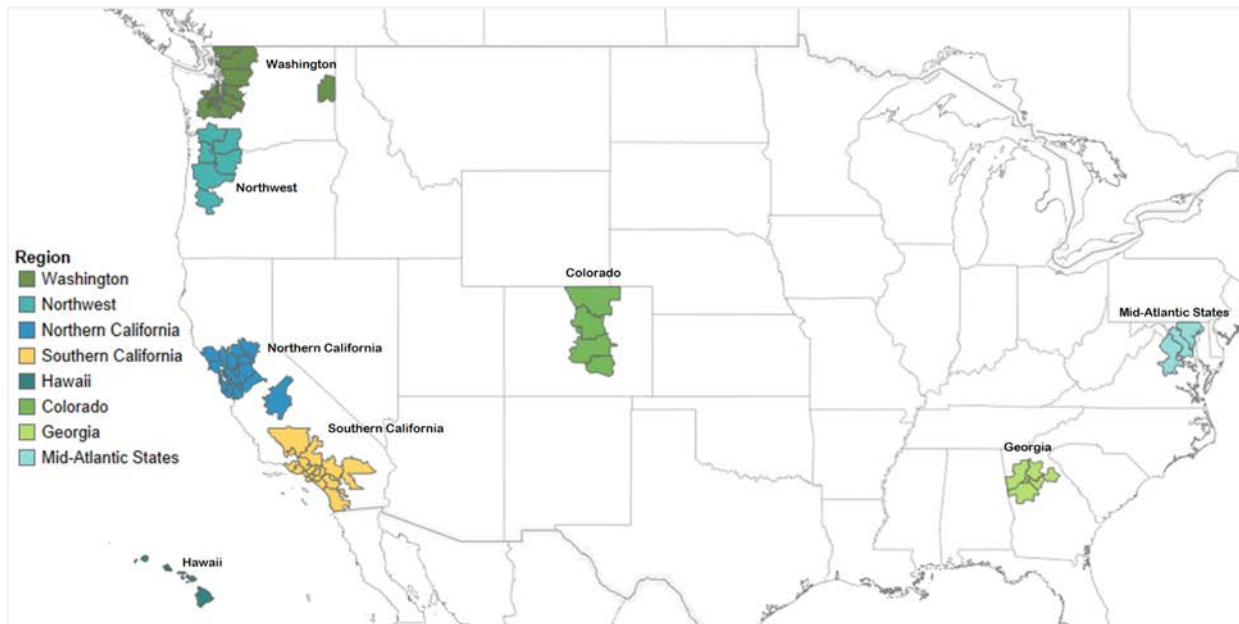
# Introduction/background

## About Kaiser Permanente

Kaiser Permanente is an integrated health care delivery system comprised of Kaiser Foundation Hospitals, Kaiser Foundation Health Plan, and physicians in the Permanente Medical Groups. For 75 years, Kaiser Permanente has been committed to shaping the future of health and health care — and helping our members, patients, and communities experience more healthy years. We are recognized as one of America’s leading health care providers and not-for-profit 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 Los Angeles Medical Center 2022 CHNA report and three-year IS are available publicly at <https://www.kp.org/chna>. In addition, the IS will be filed with the Internal Revenue Service using Form 990, Schedule H.



## Community served

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

### Los Angeles service area

 Kaiser Permanente hospital     Kaiser Permanente medical offices



### Los Angeles service area demographic profile

Total population:	2,185,672
American Indian/Alaska Native	0.1%
Asian	20.5%
Black	4.0%
Hispanic	47.1%
Multiracial	2.2%
Native Hawaiian/other Pacific Islander	0.1%
Other race/ethnicity	0.2%
White	25.8%
Under age 18	19.2%
Age 65 and over	13.6%

## Community health needs

### Significant health needs identified in the Kaiser Permanente Los Angeles Medical Center 2022 CHNA report

Each Kaiser Permanente service area analyzed and interpreted the primary and secondary data to determine what constitutes a health need in the community. Once all the community health needs were identified they were prioritized, resulting in a list of significant community health needs in the Los Angeles service area, listed below.

1. Mental & behavioral health
2. Income & employment
3. Housing
4. Access to care
5. Sexual health
6. 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 Los Angeles Medical Center will address in the 2022 three-year Implementation Strategy, Kaiser Permanente Los Angeles Medical Center Community Health considered a set of criteria that includes:

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

## Health needs Kaiser Permanente Los Angeles Medical Center plans to address

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

**1. Mental & behavioral health:** Communities across the country are experiencing a critical lack of capacity to meet the increased demand for mental health services. Los Angeles County residents, like many residents across the state, experience mental and behavioral health challenges that were further exacerbated due to the COVID-19 pandemic. For example, Los Angeles County residents report 3.6 poor mental health days per month, compared to 3.7 days across California and 4 days nationwide. Interviewees highlighted the interconnectedness of mental health and substance use issues. Feelings of depression or anxiety can lead people to use or abuse substances, which further exacerbate mental health conditions. Interviewees highlighted how mental health concerns are more prevalent for some the populations they work with in the Los Angeles service area including those experiencing homelessness, those with previous experience with the criminal justice system, Trans individuals, particularly Trans women, and youth.

**2. Income & employment:** In the Los Angeles service area, the unemployment rate is 17 percent which is higher than both the state (15.8 percent) and national (13 percent) rates. While the median household income in the Los Angeles service area (\$66,770) is slightly less than the national average (\$70,036), there are significant racial differences when it comes to per capita income. Across Los Angeles County, Black residents earn \$29,500 less than their white counterparts, and Latino/a communities earn roughly \$40,000 less. Community experts shared that although many residents hold multiple part-time jobs, they do not receive benefits through employment. They also indicated that many of the jobs in the service area are low paying, require minimal skill (e.g., jobs in retail or food service), and are within small businesses that are often unable to increase employee wages. Community experts offered strategies for improving the economic situations in the county including creating supportive guidance through employment. This includes different methods of spreading information about new job opportunities, and cooperation with businesses to create systems that ensure sustained employment for those with additional mental health needs

**3. Housing:** In the Los Angeles service area 33 percent of residents own their home compared to 55 percent across the state. In the Los Angeles service area, 44 percent of Los Angeles service area residents have housing costs that are greater than 50 percent of their income and 13 percent of residents live in overcrowded housing. In the Los Angeles service area, communities of color and immigrant families are likely to experience severe housing burden and live in overcrowded housing. Community representatives shared that homelessness is a huge concern that continues to grow throughout Los Angeles. Many local experts noted the interconnectedness between homelessness, mental health, and substance use. Interviewees shared their current strategies and initiatives to provide housing support to residents including LA City Homeless Initiative's housing and rental assistance, Project Home Key and Hollywood Housing.

**4. Access to care:** In the Los Angeles service area, 12 percent of the population is uninsured. Within the service area, there are also disparities in access to care. In the southwest and east portions of the service area, more than 50 percent of the population are people of color and they also have a higher percentage of uninsured residents compared to other regions of the service area. Interviewees shared that some residents may be concerned about accessing care because of their immigration status. Community representatives also talked about the lack of culturally responsive providers and those focused on the specific care needs of communities of color and LGBTQ+ individuals. They also identified strategies to address access to care including partnering with the local education system to develop mobile clinics, hosting guest lecturers for health education, or creating internships and additional clinical placements.

**5. Sexual health:** According to the County of Los Angeles Public Health, in 2019, early syphilis rates were the highest among Pacific Islanders (141 per 100,000) and Black (135 per 100,000) residents. In 2019, both Black males and females had the highest rate of HIV diagnoses compared to other ethnicities. Among men the highest rates of diagnoses were seen in Central, Hollywood-Wilshire, and Southeast Health Districts. The highest rates for women were seen in Central, South, Long Beach, Southwest and Inglewood Health Districts. Community experts shared that STIs are a concern for the LGBTQ+ and homeless populations. Interviewees also identified that those who use substances may also be at a high risk for STIs. Interviewees shared current resources and partnerships that provide support for sexual health within the Los Angeles service areas. Several community-based organizations provide regular education and outreach to community members. There are also partnerships within the service area to provide free HIV testing and treatment for the homeless population.

**6. Structural racism:** Centuries of structural racism, reflected in local, state and national policy, have resulted in extreme differences in opportunity and have fueled enduring health inequities. In the Los Angeles service area, Service Planning Areas (SPAs) 4 and 6 both SPAs have a high percentage of People of Color (95 percent of community residents in SPA 6 and 75 percent in SPA 4). Within these SPAs, some of the outcomes of long-term structural racism manifest within communities of color. For example, within SPA 4, there are neighborhoods (i.e., Boyle Heights, Chinatown, Downtown Los Angeles, East Los Angeles, Koreatown, Hollywood, Pico Heights, and West Hollywood) that have higher rates of poverty than the state and more than 50 percent of the population identifies as a person of color.

## 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 Los Angeles Medical Center implementation strategies

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

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

Priority health need	Expected impact	Focus	Strategy
<p>1. Mental &amp; behavioral health</p>	<p>Improved quality of care for patients of safety net organizations</p>	<p>Safety Net Partnerships</p>	<p>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)</p>
	<p>All community members have optimal levels of mental health and well-being through improved equitable access to evidence-based, high quality, appropriate care and reduced effects of stigma.</p>	<p>Mental Health &amp; Wellness</p>	<p>Support community-based, multi-sector collaborative efforts that support mental health and behavioral health for underserved, low-income individuals and their families</p> <p>Support the infrastructure and capacity building of community organizations and clinics to improve access to quality mental health care</p> <p>Support the integration of mental health care, case management, and navigation services into clinical care and community settings</p> <p>Support the utilization of pipeline and training programs to increase the number of licensed and diverse mental health professionals</p>

Priority health need	Expected impact	Focus	Strategy
2. 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
		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
	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
			Support the Kaiser Permanente Health Equity Scholars program
		Economic Opportunity: Diverse Small Business	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
3. Housing	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 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)
		Homelessness Prevention	Enhance the infrastructure and capacity of service providers to serve individuals at risk or experiencing homelessness
			Support and participate in collaboratives that support coordination and funding of resources (such as health services and housing) for individuals at risk or experiencing homelessness

Priority health need	Expected impact	Focus	Strategy
4. 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
5. Sexual Health	Improve health and quality of life through prevention, detection, and treatment of STIs/HIV and the associated risk factors.	Promote Sexual Health: Promote Sexual Health	Build capacity for organizations to expand their offering of evidence-based programs addressing STI/HIV prevention and management, and behavioral and mental health services to BIPOC, LGBTQ+, homeless and other at risk for or with STIs/HIV
6. 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



Kaiser Permanente Los Angeles Medical Center will monitor and evaluate the strategies listed above to track implementation and document the impact of those strategies in addressing significant health needs. Tracking metrics for each prioritized health need include the number of grants made, the number of dollars spent, the number of community-based organizations supported, and the number of people reached/served. In addition to the strategies developed as part of the CHNA/IS process, many health needs are addressed by Kaiser Permanente business practices that contribute to community well-being, including environmentally responsible purchasing, waste reduction, and purchase of clean energy for facilities. We procure supplies and services from a diverse set of providers and partner with workforce development programs to support a pipeline for diverse suppliers, and we build the capacity of local small businesses through training on business fundamentals. We also conduct high-quality health research and disseminate findings intended to increase awareness of the changing health needs of diverse communities, address health disparities, and improve effective health care delivery and health outcomes.

## Health needs Kaiser Permanente Los Angeles Medical Center does not plan to address

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