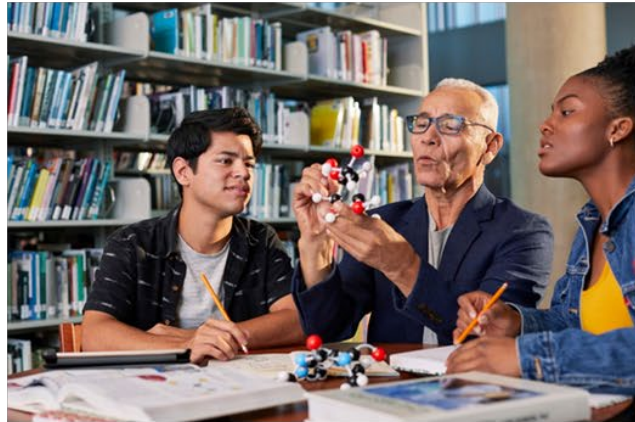


2022 Implementation Strategy



Maui Health System (community hospitals affiliated with Kaiser Permanente)

License number: 3-H

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

September 27, 2022

Maui Health System 2022 IMPLEMENTATION STRATEGY

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General information

Contact Person	James Diegel, Chief Strategy Officer
Date of written plan	June 2, 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

Maui Health System 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 Maui Health System conducts a community health needs assessment (CHNA) and identifies significant health needs. To address those needs, Maui Health System 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, KFHM Maui Health System has identified the following significant health needs to be addressed in the IS, in priority order:

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

Maui Health System's CHNA report and three-year IS are publicly available at <https://www.kp.org/chna>.

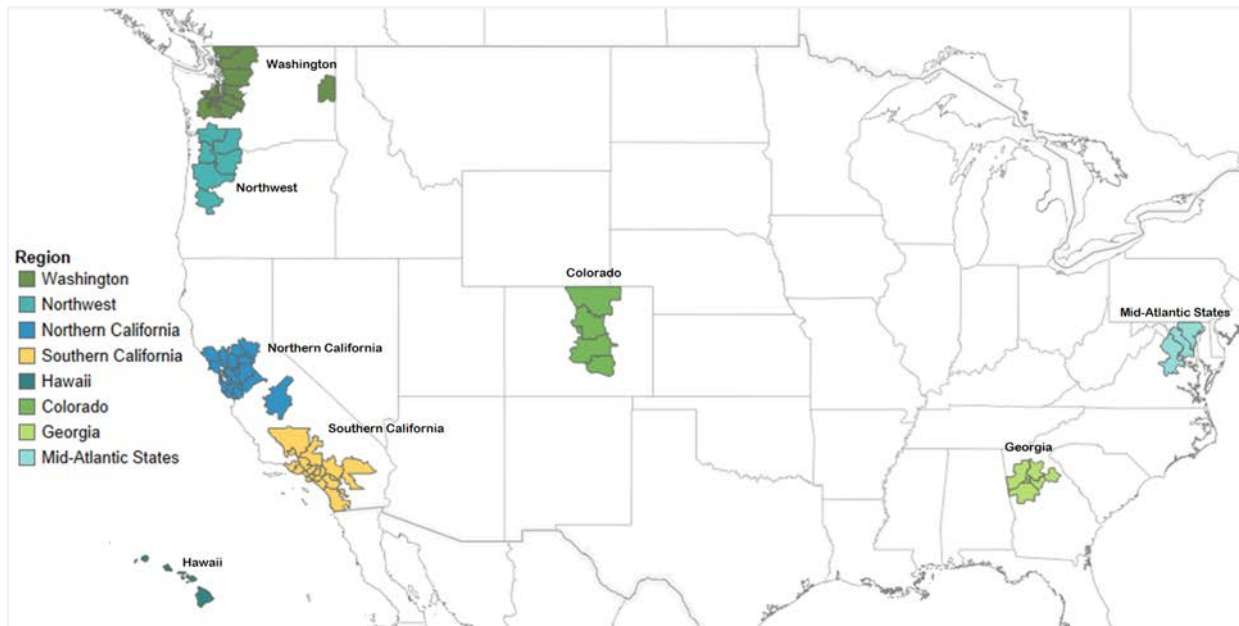
Introduction/background

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 Maui Health System 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 Maui Health System hospital service area includes residents in a defined geographic area surrounding the hospital and does not exclude low-income or underserved populations.

Maui service area

🏥 Maui Health hospital 🟠 Maui Health clinic 🟦 Kaiser Permanente medical offices



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Maui service area demographic profile

Total population:	166,329
American Indian/Alaska Native	0.3%
Asian	27.8%
Black	0.7%
Hispanic	11.4%
Multiracial	19.7%
Native Hawaiian/other Pacific Islander	9.9%
Other race/ethnicity	0.1%
White	30.1%
Under age 18	21.7%
Age 65 and over	17.8%

Community health needs

Significant health needs identified in the Maui Health System 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 Maui service area, listed below.

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

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 Maui Health System will address in the 2022 three-year Implementation Strategy, Maui Health System 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
- Potential for leveraging community assets

Health needs Maui Health System plans to address

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

1. Access to care: Access to comprehensive, quality health care services—including having insurance, local care options, and culturally relevant care—is important for ensuring quality of life for everyone. In the Maui service area, 5 percent of the population is uninsured, more than the state average of 3.8 percent uninsured. In parts of West and Central Maui, the rate of enrollment in Medicaid/public insurance programs is below the state rate of enrollment in Medicaid/public insurance programs by 3 to 7 percent. The percent of uninsured children is also higher than the state average in parts of West, East, and Upcountry Maui by about 3 percent. Among infants, the mortality rate for Maui County is 5 percent, which is higher than the national average of around 4 percent. Access to health care professionals can be limited in the Maui service area; there are 28 percent fewer dentists and 3 percent fewer primary care physicians per 100,000 people than the state average. A lack of trust in health care, low numbers of health specialists, and other factors such as internet access and language are reported as barriers to accessing care. Strengthening relationships between health care providers and residents through partnerships in communities and incorporating language and culture into care is seen as a way to coordinate and deliver better health services.

2. Income & employment: Economic opportunity provides individuals with jobs, income, and a sense of purpose. People with steady employment are less likely to have an income below poverty level and are more likely to be healthy. Unemployment among residents in the Maui service area was especially high during the COVID-19 pandemic—over 1 in 5 residents were unemployed in 2020. High unemployment continues as impacts from the COVID-19 pandemic linger. Persistent economic disparities are also evident in certain communities and neighborhoods in the Maui service area. In the West End of Molokai and East Maui areas, where over 25 percent of the residents are Native Hawaiian/Pacific Islander, the unemployment rate is around 20 percent, compared to the North Shore and Upcountry Maui areas where the unemployment rate is lower. Income levels are relatively low while the cost of living in parts of the Maui service area are high. The median household income in East Maui is only \$55,357, which is over 35 percent below the state median for household income. More employment opportunities that offer a livable wage are key to achieving financial security. Some key informants mentioned that returning people to employment will be difficult if the wages are low.

3. Housing: Families' greatest single expenditure is often housing and the cost of housing has soared in recent years throughout Maui County. Having a safe and secure place to call home is strongly associated with health and essential for the wellbeing of individuals, families, and communities. In the Maui service area, over 17 percent of residents find that they need to pay more than half of their income on housing, a pervasive problem affecting residents from most neighborhoods. This is particularly evident on parts of Molokai, where one-quarter to one-third of residents experience this severe housing cost burden. Throughout the Maui service area, the housing affordability index, or the ability of a typical resident to purchase an existing home in the area, is worse than the national average. On parts of Molokai, the rate of home ownership is as low as 40 percent. Several key informants mentioned that people experiencing homelessness is a growing problem. People need help securing both permanent and affordable housing.

4. Mental health & behavioral health: Mental health affects all areas of life, including a person's physical well-being, ability to work and perform well in school, and ability to participate fully in family and community activities. In Maui County, mental health is a growing concern. The death rate due to intentional self-harm affects over 16 out of 100,000 residents, which is 23 percent worse than the state average. There is a gap between the need for mental health care and resources to meet that need. There are 174 mental health providers per 100,000 residents in Maui County, which is over 30 percent worse than the state rate. In remote regions of the Maui service area, access to mental health services is even lower. According to key informants, the COVID-19 pandemic increased social isolation, financial stress, substance use, homelessness, and barriers to accessing already inadequate mental health counseling and support services.

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

Maui Health System implementation strategies

Maui Health System 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, Maui Health System will draw on a broad array of organizational resources, such as grantmaking and leveraged assets, as well as internal Kaiser Permanente programs. Maui Health System 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
			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)
	Improve the understanding of the social determinants and health needs of the Native Hawaiian and non-Native Hawaiian Pacific Islander communities	Needs Specific to the Native Hawaiian and non-Native Hawaiian Pacific Islander communities	Support needs assessment and information-gathering for Native Hawaiian and non-Native Hawaiian Pacific Islander communities to inform capacity building
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. Income & employment	All people have access to a robust network of community organizations to meet their social health needs	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
		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

Priority health need	Expected impact	Focus	Strategy
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: Strengthen Homeless Systems of Care	Support system-level approaches to reducing homelessness (e.g., achieving quality data)
4. Mental & behavioral health	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)

Maui Health System 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 Maui Health System does not plan to address

Maui Health System is addressing all of the significant needs identified in the 2022 CHNA.