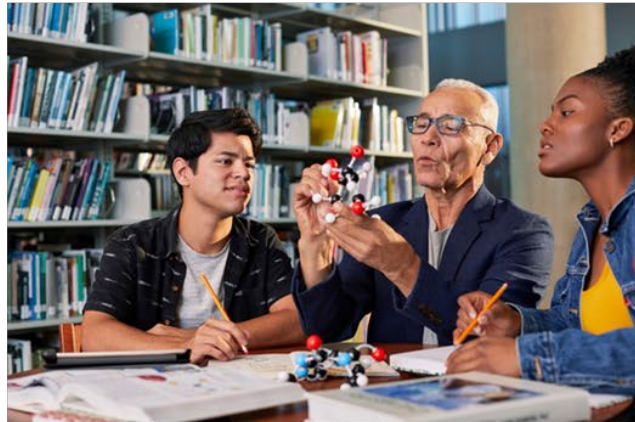


2022 Implementation Strategy



Kaiser Permanente Richmond Medical Center

License number: 14000052

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

September 27, 2022



Kaiser Permanente Richmond Medical Center 2022 IMPLEMENTATION STRATEGY

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General information

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| Contact Person | Colin Lacon, Public Affairs Director |
| Date of written plan | May 11, 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 Richmond 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 Richmond Medical Center conducts a community health needs assessment (CHNA) and identifies significant health needs. To address those needs, Kaiser Permanente Richmond 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 Richmond Medical Center has identified the following significant health needs to be addressed in the IS, in priority order:

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

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

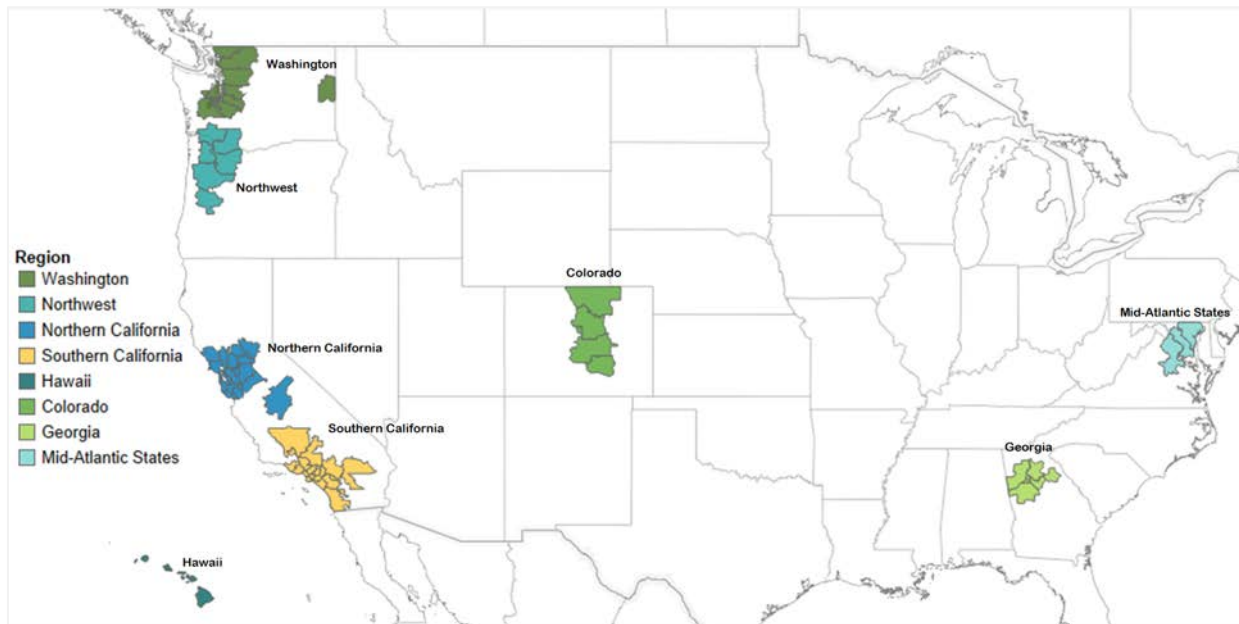
Introduction/background

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 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.

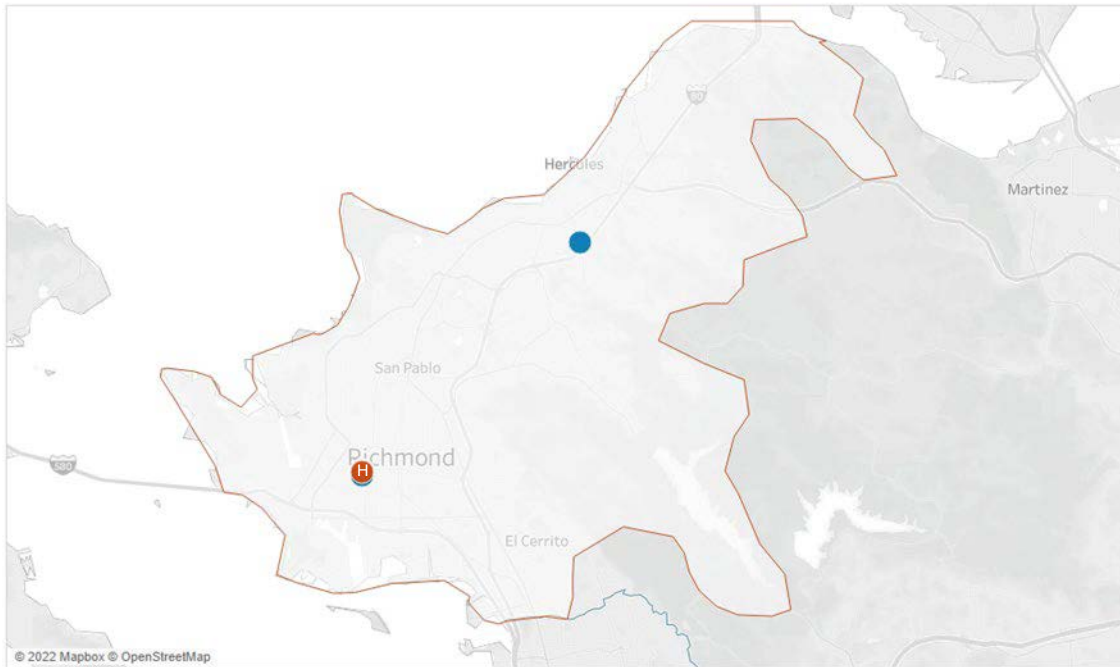
The Kaiser Permanente Richmond Medical Center 2022 CHNA report and three-year IS are available publicly at <https://www.kp.org/chna>. In addition, the IS will be filed with the Internal Revenue Service using Form 990, Schedule H.

Community served

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

Richmond service area

 Kaiser Permanente hospital  Kaiser Permanente medical offices



Richmond service area demographic profile

| | |
|--|---------|
| Total population: | 253,639 |
| American Indian/Alaska Native | 0.3% |
| Asian | 22.1% |
| Black | 17.7% |
| Hispanic | 35.2% |
| Multiracial | 3.9% |
| Native Hawaiian/other Pacific Islander | 0.5% |
| Other race/ethnicity | 0.4% |
| White | 20.0% |
| Under age 18 | 21.1% |
| Age 65 and over | 14.4% |

Community health needs

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

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

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 Richmond Medical Center will address in the 2022 three-year Implementation Strategy, Kaiser Permanente Richmond 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
- Potential to improve health equity and disparities
- A successful solution has the potential to solve multiple problems
- Effective and feasible interventions exist

Health needs Kaiser Permanente Richmond Medical Center plans to address

The health needs in the Richmond 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 a usual source of care — is important for ensuring quality of life for everyone. The Richmond service area has lower rates of health insurance enrollment for adults and children compared to California and higher rates of infant mortality and preterm birth compared to Contra Costa County, highlighting the need for increased access to care. These numbers are most severe for Black and Hispanic residents. Black infants have the highest rates of both low birth weight and preterm birth compared to all other ethnic groups in the Richmond service area. Despite having fewer COVID-19 cases than the Richmond service area, Black residents experienced a COVID-19 death rate higher than the service area as a whole. Key informants highlighted the need for additional urgent and emergency care in the Richmond service area since Doctors Medical Center closed in San Pablo in 2015. They noted other barriers to accessing care such as the high cost of insurance and medical care, and providers not mirroring the community linguistically, racially, or ethnically, and not showing cultural humility.

2. Income & employment: Economic opportunity provides individuals with jobs, income, a sense of purpose, and opportunities to improve their economic circumstances over time. The availability of jobs within the Richmond service area is limited, meaning many residents must travel to access employment, which can result in worse health outcomes such as obesity and stress-related disorders. While poverty rates are slightly lower than the rates for both California and the nation, the median income for Richmond service area residents is also lower, suggesting lower economic mobility. Job proximity defined as the availability of jobs in the region is worse than the state average. ZIP codes with relatively high Black populations tend to have lower median incomes, in contrast to neighboring ZIP codes with higher white populations. Key informants explained how the historically marginalized communities (e.g., Black, Hispanic, women of color, and people with undocumented status), are the same communities hit hardest by job loss due to the COVID-19 pandemic, are frontline workers more likely to be exposed to COVID-19 and are paid lower wages.

3. Mental & 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 to participate fully in family and community activities. The rate of mental health providers for Contra Costa County, which includes the Richmond service area, is slightly lower than the state, highlighting how access to mental health services for Richmond service area residents is limited. And while some of the most severe measures of mental health such as suicide rates are lower than for the state as a whole, notable disparities across mental and behavioral health outcomes are present. Between 2016 and 2020, white and Black residents had the highest rates of deaths of despair compared to all other ethnic groups in the Richmond service area. Opioid overdose death rates are highest for white and Black residents. These rates are higher than both the Richmond service area overall and the Contra Costa County rate for opioid overdose death. Key informants noted the trauma in the community (particularly due to over-policing and domestic violence), daily stress, and increased isolation, especially for youth and seniors due to COVID-19 pandemic shelter-in-place orders.

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 Richmond Medical Center implementation strategies

Kaiser Permanente Richmond 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 Richmond 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 Richmond 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 |
|----------------------|--|---|--|
| 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 |
| | All community members experience social emotional health and wellbeing and have access to high quality behavioral health care services when needed | Diverse Health Care Workforce | Develop a diverse, well-trained health care workforce that provides culturally competent care |

| Priority health need | Expected impact | Focus | Strategy |
|-------------------------------|--|--|--|
| 2. 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: Diverse Small Business | Support organizations that provide culturally and linguistically relevant training and technical assistance to small businesses and entrepreneurs of color |
| | | 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 |
| | 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 |
| 3. 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 |
| | All community members experience social emotional health and wellbeing and have access to high quality behavioral health care services when needed | Mental Health & Wellness | <p>Increase capacity of organizations and institutions to provide trauma-informed services and programs</p> <p>Increase access to behavioral health care services including mental health services in schools, healing after community violence, and supporting victims of domestic violence</p> |

Kaiser Permanente Richmond 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 Richmond Medical Center does not plan to address

The significant health needs identified in the 2022 CHNA that Kaiser Permanente Richmond Medical Center does not plan to address are shown in the table below, along with the reasons for not addressing those needs.

| Reason | Community safety | Housing |
|---|------------------|---------|
| Less feasibility to make an impact on this need | x | |
| Less ability for Kaiser Permanente to leverage expertise or assets to address this need | x | |
| This need is incorporated into other needs selected | x | x |
| Aspects of this need will be addressed in strategies for other needs | x | |