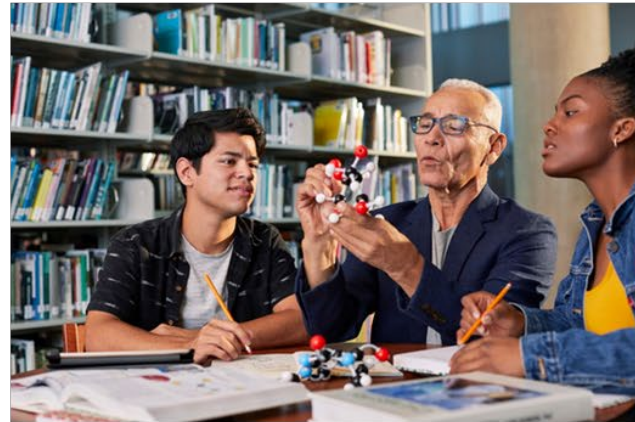


2022 Implementation Strategy



Kaiser Permanente Santa Clara Medical Center

License number: 070000661

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

September 27, 2022



Kaiser Permanente Santa Clara Medical Center 2022 IMPLEMENTATION STRATEGY

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General information

Contact Person	Karla Rodriguez-Lomax, 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 Santa Clara 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 Santa Clara Medical Center conducts a community health needs assessment (CHNA) and identifies significant health needs. To address those needs, Kaiser Permanente Santa Clara 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 Santa Clara Medical Center has identified the following significant health needs to be addressed in the IS, in priority order:

1. Mental & behavioral health
2. Access to care
3. Housing
4. Healthy Eating Active Living opportunities

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

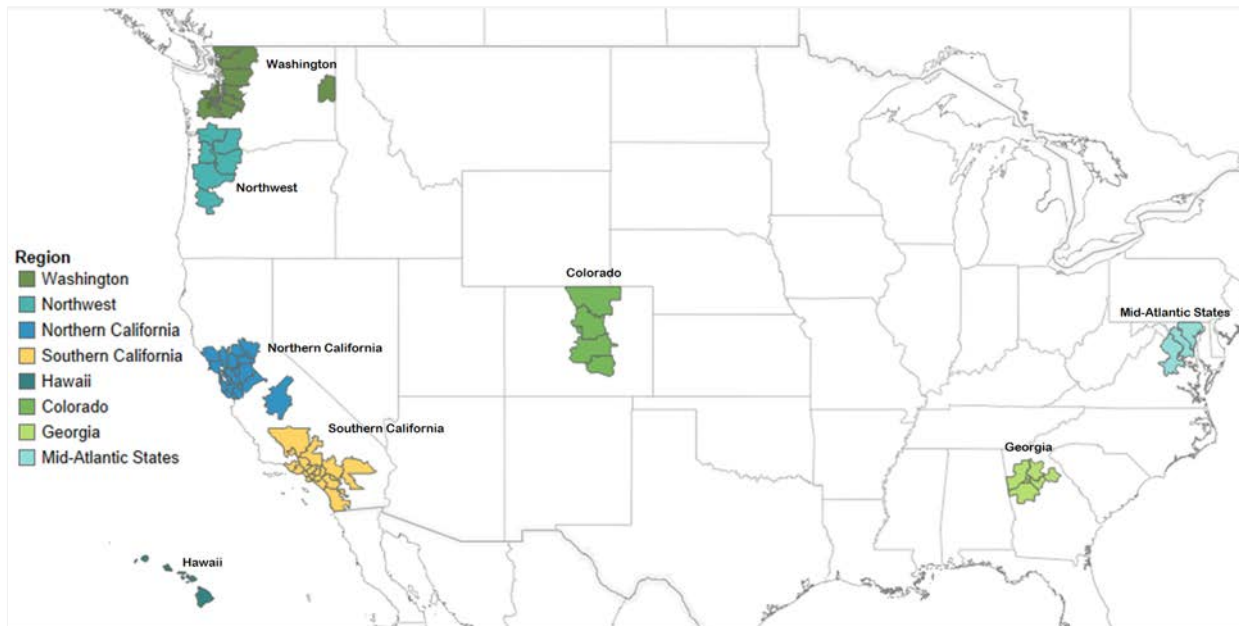
Introduction/background

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.

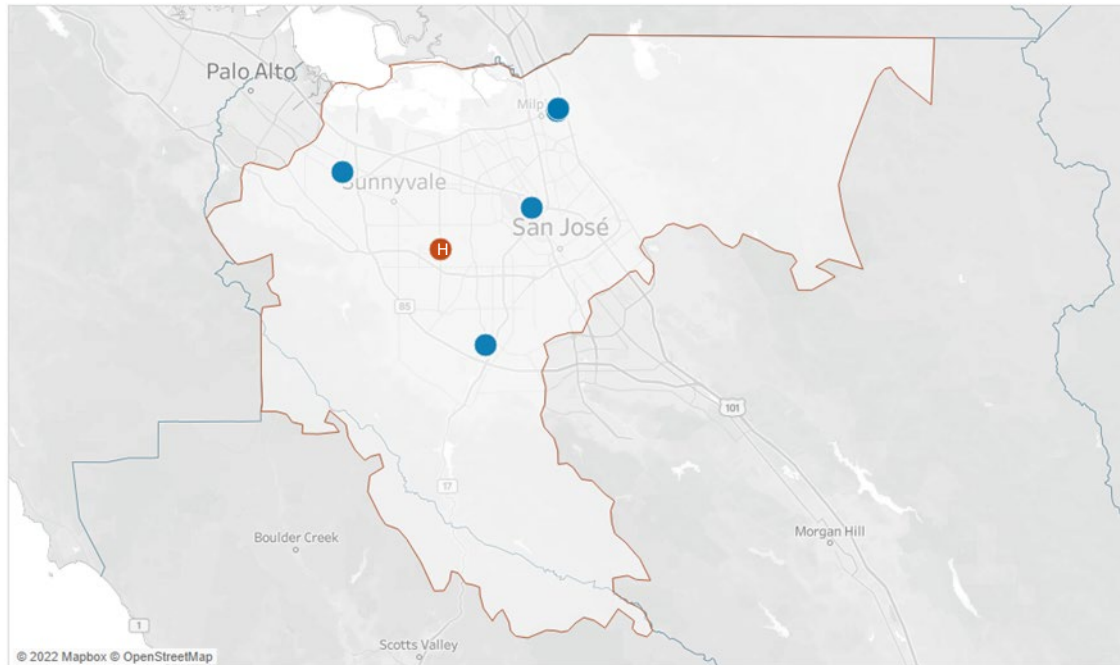
The Kaiser Permanente Santa Clara Medical Center 2022 CHNA report and three-year IS are available publicly at <https://www.kp.org/chna>. In addition, the IS will be filed with the Internal Revenue Service using Form 990, Schedule H.

Community served

Kaiser Permanente defines the community served as those individuals residing within its service area. The Kaiser Permanente Santa Clara 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.

Santa Clara service area

 Kaiser Permanente hospital  Kaiser Permanente medical offices



Santa Clara service area demographic profile

Total population:	1,332,047
American Indian/Alaska Native	0.2%
Asian	40.7%
Black	2.3%
Hispanic	23.9%
Multiracial	3.4%
Native Hawaiian/other Pacific Islander	0.3%
Other race/ethnicity	0.2%
White	29.0%
Under age 18	21.5%
Age 65 and over	12.7%

Community health needs

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

1. Mental & behavioral health
2. Access to care
3. Housing
4. Food insecurity
5. Healthy Eating Active Living opportunities

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 Santa Clara Medical Center will address in the 2022 three-year Implementation Strategy, Kaiser Permanente Santa Clara 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
- Opportunity to intervene at the prevention level
- Existing attention/resources dedicated to the issue

Health needs Kaiser Permanente Santa Clara Medical Center plans to address

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

1. Mental & behavioral health: Despite having more mental health providers than the national per capita average, mental and behavioral health outcomes for residents of the Santa Clara service area present a critical and urgent need, exacerbated by the COVID-19 pandemic. Rates for indicators of mental and behavioral health, including thoughts about committing suicide, are higher for Santa Clara County compared to the state. The need for mental health services for issues like depression and anxiety was heightened by COVID-19, especially during the shelter-in-place order for youth, homebound seniors, and people living alone. People reported that COVID-19 exacerbated stressors across a wide array of social factors, like housing, jobs, and income, which has led to an increase in anxiety, depression and indicators related to suicide. Informants identified children, women, LGBTQ youth and transgender people, immigrants, and particularly those with a history of trauma, as groups that are more likely to need mental and behavioral health services.

2. Access to care: Despite having more insured residents, physicians, and dentists within the Santa Clara service area compared with Santa Clara County and the state, disparities in access to care persist. Neighborhoods in the eastern region of the Santa Clara service area and two central neighborhoods experience the highest rates of uninsurance compared with the Santa Clara service area overall. Medicaid/public insurance (i.e., Medi-Cal) enrollment for the Santa Clara service area is lower than average in areas with relatively high insurance coverage. Two areas with a relatively high proportion of people of color have both higher rates of uninsurance and lower Medi-Cal enrollment rates, which may reflect the fear of accessing services (e.g., because of immigration status) that was cited by key informants. While the Santa Clara service area has a higher-than-average supply of physicians and dentists, many people feel that health care providers do not mirror the community culturally or linguistically. Key informants cited the high cost of insurance as a barrier to access, especially for those who do not qualify for Medi-Cal. Other barriers included inadequate coverage and people not knowing how to navigate the health system, including utilizing the coverage they have and knowing where to go for care. The switch to virtual visits during the COVID-19 pandemic allowed health systems to continue to provide care, but many patients faced challenges that included lack of access to a computer, internet, or a private space for a visit, as well as limited skills using digital platforms.

3. Housing: The lack of affordable housing is a critical issue for the Santa Clara service area, especially for renters. The service area has higher rates of overcrowded housing, higher rental costs, and a lower housing affordability index compared with the state. Key informants consistently expressed concern over the high cost of living and lack of affordable housing. They also shared concerns over the growing number of families living in overcrowded housing, couch surfing, or experiencing homelessness. In addition to lack of affordable and adequate housing, there are not enough shelters available to meet this growing need. Despite the magnitude of the problem, many informants noted a lack of will and resources to implement the strategies that are necessary to fully address this issue.

4. Healthy Eating Active Living opportunities: Issues related to healthy eating and active living (HEAL), including access to transit, healthy food, and walkable neighborhoods present major health barriers in the Santa Clara service area. The walkability index score for the Santa Clara service area was higher than the national average but lower than the state average. Walkability disproportionately impacts people of color, especially one neighborhood with higher percentage of Black/African American and Hispanic residents than the overall service area. Key informants cited widespread joblessness and economic instability as the underlying cause of the lack of HEAL opportunities. Informants reported that COVID-19 economic impacts shifted the community provider focus from nutrition education to helping households meet their basic needs such as food and housing. Additionally, funding shifted away from HEAL strategies to mitigate the immediate effects of COVID-19.

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 Santa Clara Medical Center implementation strategies

Kaiser Permanente Santa Clara 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 Santa Clara 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 Santa Clara 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. 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	Enhance community supports to mitigate impact of ACEs
			Increase capacity of organizations and institutions to provide trauma-informed services and programs
			Increase access to behavioral health care services for low-income and vulnerable populations
2. 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 safe, affordable, and stable housing and homelessness becomes a rare, brief occurrence	Housing for Health: Transform Care	Support improved access and quality of medical care for persons experiencing homelessness	

Priority health need	Expected impact	Focus	Strategy
3. 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
	Vibrant, equitable cities in which everyone lives longer, healthier lives	CityHealth: Policy advancement	Support coalitions or other organizations that advance policies that are part of the CityHealth menu: Affordable housing trusts, healthy rental housing, legal support for renters
	All people have access to safe, affordable, and stable housing and homelessness becomes a rare, brief occurrence	Housing for Health: Increase Affordable Housing Supply	Provide resources for preserving or enhancing the supply of affordable housing
		Housing for Health: Prevent Homelessness	Support expansion of housing-related legal support for at-risk tenants
		Housing for Health: Transform Care	Support improved coordination among Continuum of Care programs, social service organizations, and housing providers
4. Healthy Eating Active Living opportunities	All community members eat better and move more as part of daily life	Healthy Eating Active Living	Improve access to healthy food in schools
			Increase access to safe parks and public spaces
			Reduce food insecurity among low-income families and individuals
			Increase opportunities for physical activity in schools

Kaiser Permanente Santa Clara 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 Santa Clara Medical Center does not plan to address

The significant health need identified in the 2022 CHNA that Kaiser Permanente Santa Clara Medical Center does not plan to address is Food Insecurity.

Reason Food Insecurity was not selected:

Sufficient community resources exist to address this need