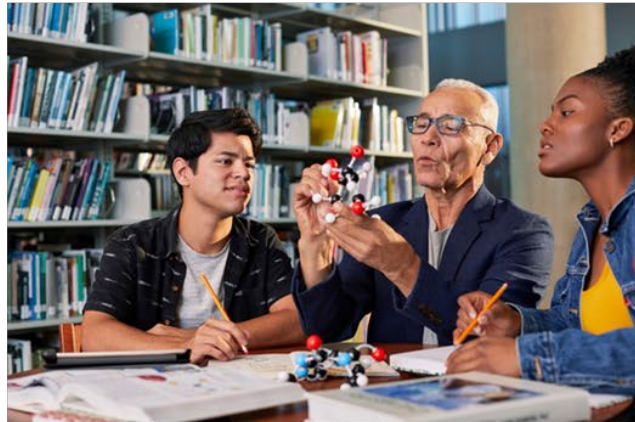


2022 Implementation Strategy



Kaiser Permanente South Bay Medical Center

License number: 930000079

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

September 27, 2022



Kaiser Permanente South Bay Medical Center 2022 IMPLEMENTATION STRATEGY

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General information

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

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

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

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

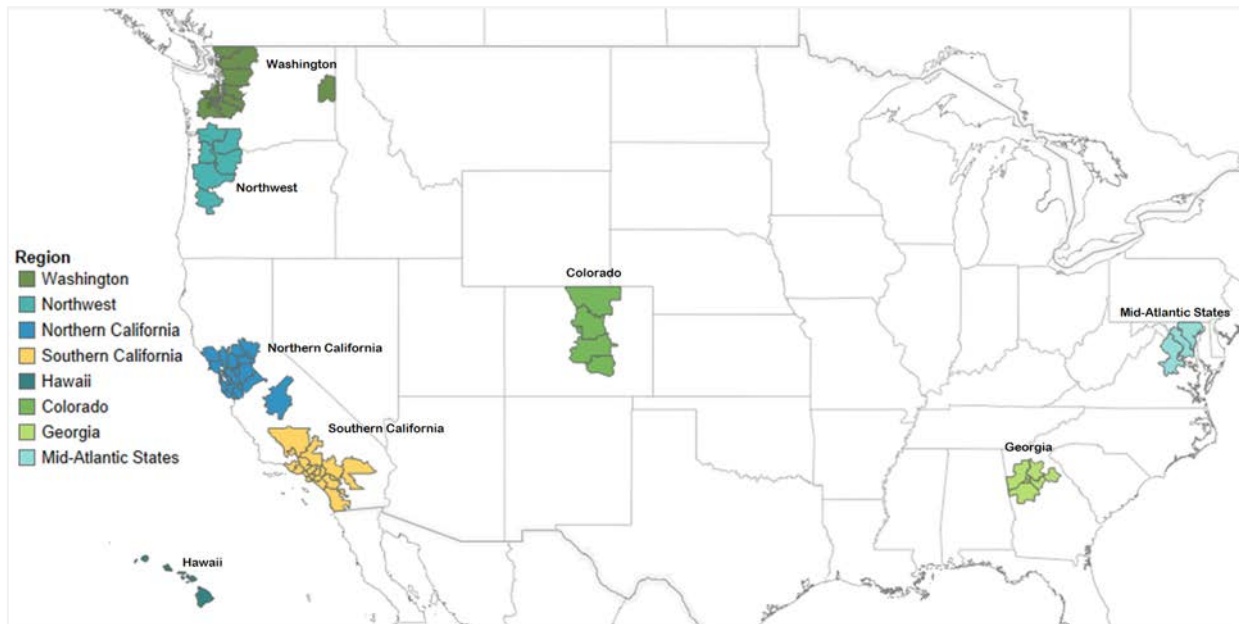
Introduction/background

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.

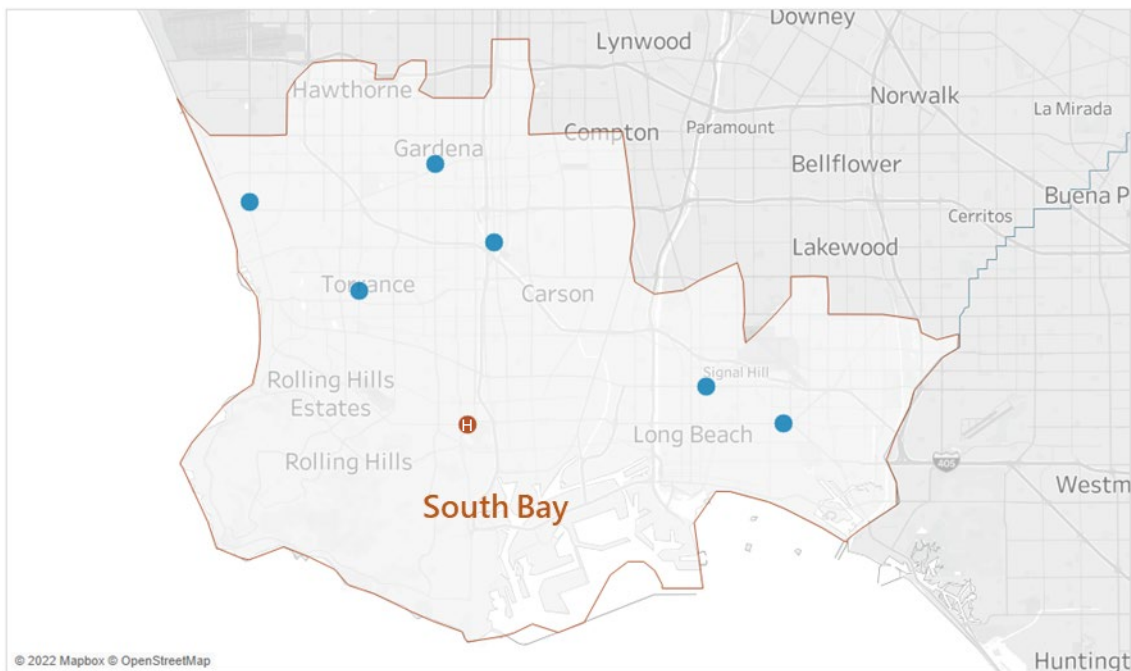
The Kaiser Permanente South Bay Medical Center 2022 CHNA report and three-year IS are available publicly at <https://www.kp.org/chna>. In addition, the IS will be filed with the Internal Revenue Service using Form 990, Schedule H.

Community served

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

South Bay service area

 Kaiser Permanente hospital  Kaiser Permanente medical offices



South Bay service area demographic profile

Total population:	1,354,087
American Indian/Alaska Native	0.2%
Asian	17.2%
Black	11.2%
Hispanic	38.9%
Multiracial	3.2%
Native Hawaiian/other Pacific Islander	0.7%
Other race/ethnicity	0.3%
White	28.3%
Under age 18	22.2%
Age 65 and over	14.1%

Community health needs

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

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

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 South Bay Medical Center will address in the 2022 three-year Implementation Strategy, Kaiser Permanente South Bay 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 South Bay Medical Center plans to address

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

1. Housing: The South Bay service area has a much lower affordability index (70.6) than the state (88.1). Given the rise in the cost of real estate, the home ownership rate in the service area (48.8 percent) is lower than the state average (54.8 percent). In general, housing in the South Bay service area is not considered affordable, because residents spend an average of 36.4 percent of their income on mortgage compared to the state average of 30.8 percent. This scarcity of affordable housing in the South Bay service area has exacerbated housing challenges faced by communities of color. According to community leaders, programs such as Project Homekey are critical to address housing needs of unhoused individuals and those at risk of homelessness.

2. Mental & behavioral health: Pre-pandemic data show that depression rates within the South Bay service area vary by service planning area (SPA), with SPA 6 having higher rates of adults with current depression and higher rates of adults at risk for major depression than SPA 8. Mental and behavioral challenges such as anxiety, depression, and suicide ideation are on the rise due to the COVID-19 pandemic, particularly among Black and Latino/as. Communities across the country are experiencing a critical lack of capacity to meet the increased demand for mental health services. Community representatives noted that there is limited access to mental health services for individuals with severe mental health needs, detox treatment locations, mental health providers of color, and providers who provide gender affirmative care in the South Bay service area.

3. Income & employment: People with steady employment are less likely to have an income below poverty level and more likely to be healthy. The unemployment rate in the South Bay service area exceeds the state (16.5 percent compared to 15.8 percent). Data shows that there is a correlation between unemployment rate and racial identity. As the percentage of people of color increases, the unemployment rate also increases. Community representatives noted that even prior to the pandemic, there were some residents who did not have access to regular employment due to limited skills or knowledge to navigate the workplace. Due to the COVID-19 pandemic, South Bay service area residents, particularly residents of color faced multiple challenges. Many residents of color are essential workers, which increased their likelihood of contracting COVID-19 and thus out of work due to illness. For others working in the hospitality or entertainment industry, they may have lost their employment and income due to stay at home orders/mandates.

4. Access to care: Throughout the South Bay service area, a higher percentage of the population is uninsured (8.2 percent) compared to the state (7.5 percent). Within the South Bay service area, there is a correlation between the percentage of uninsured individuals and percentage of people of color, such that zip codes with a higher percentage of people of color also have a higher percentage of uninsured people. Insurance by itself does not guarantee access to appropriate care, and many community members experience barriers to receiving regular care due to language needs, lack of health education, limited access to technology, transportation options, medical mistrust, lack of culturally responsive providers, differential treatment based on race and gender identity, and limited health care resources.

5. Structural racism: In the South Bay service area, health disparities vary by zip code, with areas where more than 50 percent of the population identify as people of color faring worse on a variety of measures than predominantly white neighborhoods. This mirrors historical evidence of overinvestment of resources to advantage one group, while disinvesting through policies and practices, thereby disadvantaging other groups especially people of color. For example, the city of Compton, where 99 percent of the population identify as people of color, has lower health insurance rates, lower life expectancy, higher percentage of low birth weights and higher rates of infant death than the city of Redondo Beach, where slightly over two-thirds of the population identify as white (68 percent).

6. Food insecurity. As a region, the South Bay service area has lower SNAP enrollment rates than the state average. However, examination of zip-code level SNAP enrollment data show that the communities of Compton, Gardena, Harbor City, Hawthorne, Lawndale, Los Angeles, Long Beach, San Pedro, and Wilmington have higher enrollment rates than the State. Due to the impact of COVID-19 on income and employment, food insecurity rates increased for all households since 2020. Other barriers to food access identified by community representatives included language barriers, immigration status, transportation needs, limited access to grocery stores, cost of food, and lack of awareness of existing resources (e.g., food banks, food distribution events).

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 South Bay Medical Center implementation strategies

Kaiser Permanente South Bay 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 South Bay 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 South Bay 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. Housing	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	Homelessness Prevention	<p>Enhance the infrastructure and capacity of service providers to serve individuals at risk or experiencing homelessness</p> <p>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</p>
2. Mental & behavioral health	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.	Mental Health & Wellness	Support the infrastructure and capacity of community organizations, schools, and clinics to improve access to quality mental health care
3. Income & employment	Reduced structural barriers and improved opportunities for inclusive economic mobility	Economic Opportunity: College & Career Readiness	Support programs that improve high school attendance, achievement, and/or graduation for students of color in low-income areas
		Economic Opportunity: Individual Financial Health	Improve individual financial health by supporting housing, workforce development, or other organizations that embed or enhance financial coaching services
		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
		Academic Attainment	Support programs offering middle school and high school students career exposure (especially health care careers) and mentorship
	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: Healthy food purchasing

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
	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
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	

Priority health need	Expected impact	Focus	Strategy
5. 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: CBO Leadership and Capacity Building	Support grassroots and advocacy organizations and initiatives
		Equity: Community Power Building	Support to Black, Indigenous, People of Color (BIPOC)-led organizations, with an emphasis on Black-led
	Redefining practices and/or policies to address health disparities, racial trauma, income inequality and educational achievement gaps.	Advancing Equity	Incorporate racial and health equity analysis throughout planning, implementation, and execution of strategies under each prioritized health need
	Prioritize geographic communities and high need populations (across race and ethnic groups, seniors, youth, formerly incarcerated, veterans, LGBTQ, etc.) under each health need		
6. Food insecurity	All people have consistent access to affordable healthy food	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
		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

Kaiser Permanente South Bay 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 South Bay Medical Center does not plan to address

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