



2016 Implementation Strategy Report for Community Health Needs

Kaiser Foundation Hospital – Downey
License #930000078

Approved by KFH Board of Directors
March 16, 2017

To provide feedback about this Implementation Strategy Report,
email chna-communications@kp.org

**Kaiser Foundation Hospitals
Community Health Needs Assessment (CHNA)
Implementation Strategy Report
2016**

Kaiser Foundation Hospital – Downey
License #930000078
9333 Imperial Highway
Downey, CA 90242

I. General Information

Contact Person:	Elizabeth Trombley, MPH, Director of Public Affairs & Brand Communications
Date of Written Plan:	December 16, 2016
Date Written Plan Was Adopted by Authorized Governing Body:	March 16, 2017
Date Written Plan Was Required to Be Adopted:	May 15, 2017
Authorized Governing Body that Adopted the Written Plan:	Kaiser Foundation Hospital/Health Plan Boards of Directors
Was the Written Plan Adopted by 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:	December 4, 2013
Name and EIN of Hospital Organization Operating Hospital Facility:	Kaiser Foundation Hospitals, 94-1105628
Address of Hospital Organization:	One Kaiser Plaza, Oakland, CA 94612

II. About Kaiser Permanente

Kaiser Permanente is a not for profit, integrated health care delivery system comprised of Kaiser Foundation Hospitals, Kaiser Foundation Health Plan, and The Permanente Medical Groups. For more than 65 years, Kaiser Permanente has been dedicated to providing high-quality, affordable health care services and to improving the health of our members and the communities we serve. Today we serve more than 10.2 million members in eight states and the District of Columbia. Since our beginnings, we have been committed to helping shape the future of health care. Kaiser Permanente is dedicated to care innovations, clinical research, health education and the support of community health.

III. About Kaiser Permanente Community Benefit

We believe good health is a basic aspiration shared by all, and we recognize that promoting good health extends beyond the doctor’s office and the hospital. Like our approach to medicine, our work in the community takes a prevention-focused, evidence-based approach. We go beyond traditional corporate philanthropy or grant-making to leverage financial resources with medical research, physician expertise, and clinical practices. Historically, we have focused our investments in three areas—Health Access, Healthy Communities, and Health Knowledge—to address critical health issues in our communities.

For many years, we have worked collaboratively with other organizations to address serious public health issues such as obesity, access to care, and violence. We have conducted Community Health Needs Assessments (CHNA) to better understand each community’s unique needs and resources. The CHNA process informs our community investments and helps us develop strategies aimed at making long-term, sustainable change—and it allows us to deepen the strong relationships we have with other organizations that are working to improve community health.

In addition, Kaiser Permanente seeks to promote community health upstream by leveraging its assets to positively influence social determinants of health – social, economic, environmental – in the communities we serve.

IV. Kaiser Foundation Hospital – Downey Service Area

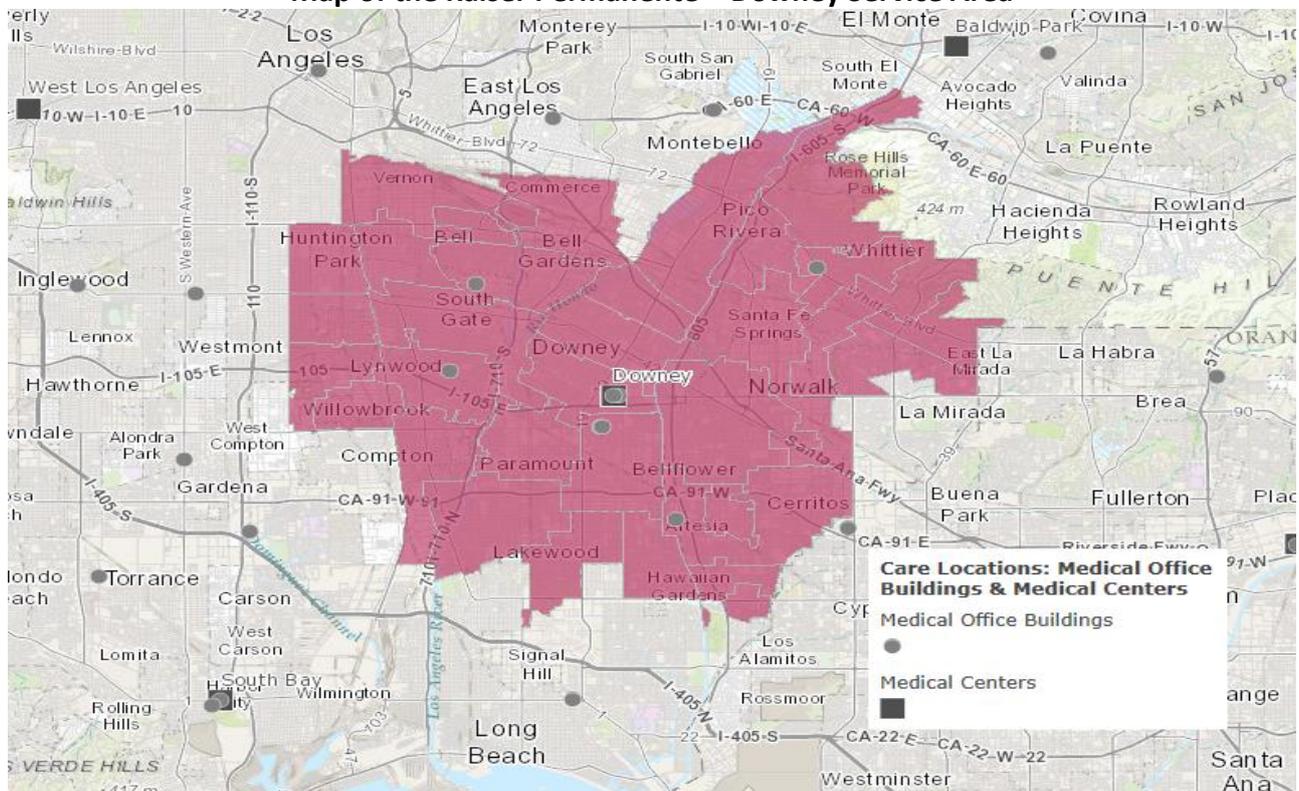
Kaiser Foundation Hospital (KFH) – Downey is located in Downey, California. The hospital service area is comprised of 23 cities/communities and 34 Zip Codes. KFH – Downey represents portions of County Service Planning Areas (SPA) 6 (South) and 7 (East). These cities/SPAs are located in Los Angeles County. The service area is presented below by community, zip code and SPA.

KFH – Downey Service Area

City	Zip Code	SPA
Artesia	90701	SPA 7
Bell	90201	SPA 7
Bellflower	90706	SPA 7
Bell Gardens	90201	SPA 7
Cerritos	90703	SPA 7
Commerce	90040	SPA 7
Compton	90221,90222	SPA 6
Cudahy	90201	SPA 7
Downey	90240,90241,90242	SPA 7

City	Zip Code	SPA
Hawaiian Gardens	90716	SPA 7
Huntington Park	90255	SPA 7
Lakewood	90712,90713,90715	SPA 7
North Long Beach	90805	SPA 8
Lynwood	90262	SPA 6
Maywood	90270	SPA 7
Norwalk	90650	SPA 7
Paramount	90723	SPA 6
Pico Rivera	90660	SPA 7
Santa Fe Springs	90670	SPA 7
South East Los Angeles	90001,90002, 90059	SPA 6
South Gate	90280	SPA 7
Vernon	90058	SPA 7
Whittier	90601,90602,90603,90604, 90605, 90606	SPA 7

Map of the Kaiser Permanente – Downey Service Area



KFH-Downey Demographic Data	
Total Population	1,492,097
Race	
White	51%
Black	8%
Asian	7%
Native American/ Alaskan Native	1%
Pacific Islander/ Native Hawaiian	<1%
Some Other Race	30%
Multiple Races	3%
Ethnicity	
Hispanic or Latino	73%
Non-Hispanic	27%

KFH-Downey Socio-Economic Data	
Living in Poverty (<200% FPL)	47.89%
Children in Poverty	29.4%
Unemployed	9%
Uninsured	24.43%
No High School Diploma	34.8%

Note: *Percentages were pulled from the CHNA Data Platform in May 2016
(<http://www.communitycommons.org/groups/community-health-needs-assessment-chna/>)

V. Purpose of Implementation Strategy

This Implementation Strategy has been prepared in order to comply with federal tax law requirements set forth in Internal Revenue Code section 501(r) requiring hospital facilities owned and operated by an organization described in Code section 501(c)(3) to conduct a community health needs assessment at least once every three years and adopt an implementation strategy to meet the community health needs identified through the Community Health Needs Assessment.

This Implementation Strategy is intended to satisfy the applicable requirements set forth in final regulations released in December 2014. This implementation strategy describes KFH – Downey’s planned response to the needs identified through the 2016 Community Health Needs Assessment (CHNA) process. For information about KFH – Downey’s 2016 CHNA process and for a copy of the report please visit www.kp.org/chna.

VI. List of Community Health Needs Identified in 2016 CHNA Report

The list below summarizes the health needs identified for the KFH – Downey service area through the 2016 Community Health Needs Assessment process. These health needs are presented in priority order as identified by the community:

1. Overweight and obesity
2. Mental health
3. Access to health care
4. Diabetes
5. Community safety
6. Substance abuse
7. Preventive practices
8. HIV/AIDS/STI

9. Oral health
10. Teen pregnancy
11. Cardiovascular disease
12. Asthma

VII. Who was Involved in the Implementation Strategy Development

The implementation strategy was developed through a process that involved the KFH – Downey hospital operational leadership and community partners. The core planning team consisted of the KHF – Downey service area’s Medical Center Administrative Team (MCAT), comprised of stakeholders representing both Kaiser Foundation Hospital/Health Plan and the Southern California Permanente Medical Group (SCPMG) and included:

- Binesh Batra, MD, Medical Director
- Sheri Bathurst, Community Benefit Manager
- Melissa Biel, Biel Consulting, Inc., Consultant
- Jim Branchick, RN, Senior Vice President and Area Manager
- Jacqueline Cameron, RN, Nursing Administration
- Kevin Chen, Chief Financial Officer
- Gregg Durkee, Chief Operations Officer
- Elizabeth Trombley, MPH, Director Public Affairs
- Mark Zuiderveen, Chief Administrative Officer

Other Kaiser Permanente internal subject matter experts were consulted throughout the process to provide content expertise on the health needs and the strategies to address the needs. These persons included:

- Celia Brugman, Community Benefit Manager, KFH – West Los Angeles
- Mario Ceballos, Community Benefit Manager, KFH – Los Angeles
- Janae Oliver, Community Benefit Manager, KFH – South Bay
- Roberta Tinajero, Community Benefit Manager, Regional Community Benefit

a. Partner Organizations

The following stakeholders collaborated with KFH – Downey in developing the Implementation Strategy (IS). These partners were able to provide multiple perspectives on strategies to address health needs and opportunities for partnership.

- PIH Health
- Activate Whittier Collaborative
- Los Angeles County Department of Public Health, SPA 7
- California Conference for Equality and Justice
- Health Action Lab SPA 7 October 17 meeting (government and nonprofit organizations)

b. Community Engagement Strategy

While not required by Federal CHNA regulations, Kaiser Permanente encourages all KFH facilities developing Implementation Strategy plans to elicit community input throughout the plan development process. Voluntary community members and stakeholders engagement in the implementation strategy development process is intended to enable:

- KFH facilities to develop a deeper understanding of community perspective in developing Implementation Strategies, allowing opportunities for increased collaboration, potential impact, and sustainability
- Opportunities to engage community members beyond organizations and leaders with whom facilities may typically collaborate
- Transparency throughout the implementation strategy development process
- Opportunities to inform community leaders about Kaiser Permanente’s unique structure and resources to effectively foster meaningful partnerships.

KFH – Downey identified five priority health needs through the process outlined in Section VIII. The identified needs, outcomes and proposed strategies for this Implementation Strategy were shared with Kaiser Permanente stakeholders and community partners and questions and feedback on the proposed strategies were discussed. To engage community partners, KFH – Downey participated in a community convening and an affiliated survey sent to a wide range of community stakeholders in advance of the convening. Survey respondents and participants in the convening included community residents, representatives of nonprofit service organizations, health care organizations and county representatives (see table below).

These efforts validated the importance of the priority health needs identified by KFH – Downey. Participants provided information on existing resources and assets that can be leveraged to address the identified health needs, ideas for needed resources, collaboration opportunities, and ways to track the progress and outcomes of the work. The information obtained from these efforts was used to strengthen the planning undertaken by KFH – Downey. For example, many organizations are focused on addressing the same health and social needs. As a result, community-based efforts were identified that KFH – Downey considered when identifying strategies designed to address the priority health needs. Additionally, partners were included as part of our planned collaboration to address these needs. By discussing the health need strategies and identifying ways to collaborate, we can achieve synergies and accomplish more by working together.

DATA COLLECTION METHOD	TYPE	PARTICIPANTS			
Meeting, focus group, interview, survey, written correspondence, etc.	Respondent’s title/role and organization or focus group name	Total number of participants	Number of residents	Number of organizational reps	Number of county reps
Survey	Anonymous survey respondents representing community organizations, public health and community members	57	1	47	9

Community Convening	Community organizations, including: children and youth, food pantry, mental health, hospitals, disease prevention, community clinics, health literacy and elected officials; Public health and county organizations; community members	54	2	45	6
Interview	Kaiser Permanente Community Health Improvement Leader	1	0	1	0
Interview	Executive Director, California Conference for Equality and Justice	1	0	1	0
Interview	Executive Director, Kingdom Causes	1	0	1	0
Interview	Department of Public Health Community Liaison Public Health Nurse	1	0	0	1

c. Consultant Used

Biel Consulting, Inc. worked with KFH – Downey to develop the Implementation Strategy. Biel Consulting, Inc. is an independent consulting firm that works with hospitals to develop, implement and evaluate community benefit programs. www.bielconsulting.com

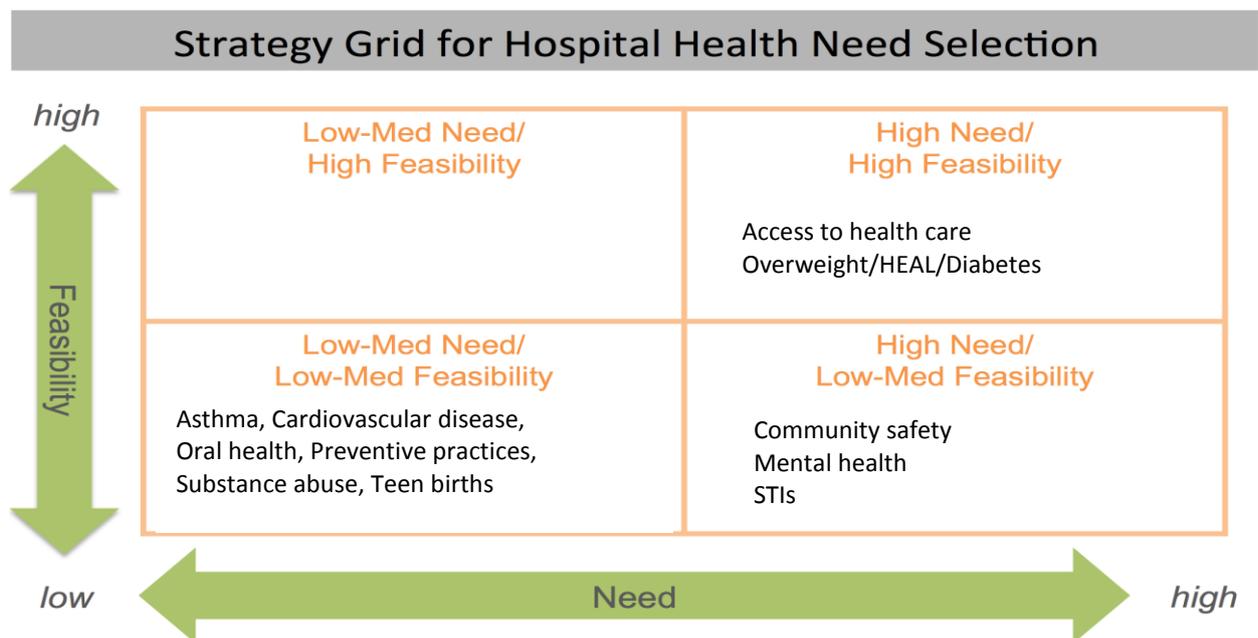
VIII. Health Needs that KFH – Downey Plans to Address

a. Process and Criteria Used

The planning team met on August 29, 2016 to review and discuss the identified health needs. They examined the measurement criteria to be applied to the identified health needs and assist in selection of priority areas. The criteria focused on need and included measurements for magnitude of a health problem, severity, and disparities associated with the identified health need. Additional criteria focused on the feasibility of addressing the health needs and included measurements of Kaiser Permanente assets and opportunities to leverage partnerships to address the needs. Definitions and a rating system were developed for the criteria (magnitude, severity, disparities, assets, ability to leverage). Each of the identified health needs were analyzed and rated according to the criteria of magnitude, severity, disparities, feasibility and assets/opportunities. The definition for each of the criteria is described in the table below.

Categories	Criteria	Definition
Need	Magnitude/scale of the problem	The health need affects a large number of people within the community.
	Severity of the problem	The health need has serious consequences (morbidity, mortality, and/or economic burden) for those affected.
	Health disparities	The health need disproportionately impacts the health status of one or more vulnerable population groups.
Feasibility	Kaiser Permanente assets	Kaiser Permanente can make a meaningful contribution to addressing the health need because of its relevant expertise and/or unique assets as an integrated health system and because of an organizational commitment to addressing the health need.
	Ability to leverage	Opportunity to collaborate with existing community partnerships working to address the health need, or to build on current programs, emerging opportunities, or other community assets.

The Community Benefit Consultant and Community Benefit Manager applied the criteria to the health needs, by scoring each health need against each criterion on a score of 0-5. Criteria scores were added to create a summary score for 'need' and 'feasibility'. The total scores for each of the criteria determined whether the need was a high or low need and feasibility. Scores above seven signified high need and scores above five signified high feasibility. Based on the summary scores, the health needs were categorized as low to medium need/low to medium feasibility; low to medium need/high feasibility; high need/low to medium feasibility; and high need/high feasibility. Using this information, the health needs were plotted based on the need and feasibility scores. These results were reviewed and discussed by the planning team at a meeting on October 3, 2016. This resulted in the following matrix.



In considering the health needs to select, the planning team considered the KFH capacities, initiatives, and programs that may be available for addressing priority needs, and began to identify additional assets and local strategies for addressing the priority health needs. This discussion resulted in the selection of five health needs: access to care, obesity/HEAL/diabetes, mental health, community safety/violence prevention and Sexually Transmitted Infections (STI).

b. Health Needs that KFH – Downey Plans to Address

KFH – Downey plans to address the following health needs:

Access to Care

Access to comprehensive, quality health care services is important for health equity and for increasing the quality of a healthy life. Health care access is a key requirement for early detection of illnesses, chronic disease management and reduction of Emergency Room usage. Access to care was rated by the community as the #3 priority health need in the service area. In the KFH – Downey service area, over one-third of the population has Medi-Cal coverage. Over one-quarter of the population (25.9%) are uninsured, which translates to 74.1% with health insurance. These data were obtained before the full implementation of the Affordable Care Act and the insurance coverage expansion. Therefore, the percent of residents who are currently uninsured may be lower as a result of Medi-Cal expansion and the availability of health care coverage. Community input on access to care indicated the availability of insurance coverage is improving access to care. However, a number of barriers remain, including affordability, transportation, navigating the system and accessibility to appointments in a timely manner. Access to care remains limited for non-resident immigrants who are not covered by the ACA. Community stakeholders also identified barriers to accessing care experienced by the homeless, students and seniors.

We heard from the community that health care access also included an examination of the identified barriers to accessing dental health care and mental health care. There are limited health insurance options for dental care and not enough resources. The lack of resources is also a concern for those attempting to access services for mental health care. Obtaining dental health and mental health care are often not prioritized as necessary given limited resources. As a result, many residents in the service area forgo dental care and mental health care services.

Obesity/HEAL/Diabetes

Being overweight or obese affects a wide range of health issues and are major risk factors for diabetes, cardiovascular disease, and other chronic diseases. There are high rates of overweight and obesity among adults and teens in the service area. This may have an impact on the high rates of chronic diseases identified in the service area. In the KFH – Downey service area, Blacks/African Americans and Latinos/Hispanics tend to have higher rates of overweight and obesity, while Asians have lower rates. Overweight/obesity was rated the #1 priority health need by the community. The community identified that being overweight contributes to diabetes, cardiovascular disease and asthma. Therefore, addressing overweight as a causative factor for many other conditions will contribute to reducing disease and disability.

Diabetes is the fifth leading cause of death in Los Angeles County. In the service area, South East Los Angeles has the highest percentage of adults diagnosed with diabetes. Diabetes is a condition that when

managed can prevent ER visits or hospitalizations. When the rate of ER visits and hospitalizations for diabetes are examined by place in the service area, Compton (90221) has the highest ER rate for diabetes (65.9) and Compton has the highest hospitalization rate for diabetes (52.9). The community rated diabetes as the #4 highest priority health need.

Mental Health

Mental illness is a common cause of disability. Untreated disorders may leave individuals at-risk for substance abuse, self-destructive behavior, and suicide. Through community input, mental health was rated the #2 priority health need. The status of mental health in a community can be examined by looking at rates of help seeking behavior for prevention or treatment and/or suicide, among others. Community stakeholders identified the ongoing stigma associated with having a mental health problem and this prevents individuals from seeking needed services. A major concern voiced by community members is the lack of resources available for mental health. Vulnerable populations, such as the homeless, the undocumented and seniors, have an especially difficult time obtaining mental health services.

Community Safety/Violence Prevention

Community violence is pervasive, especially in inner-city urban areas. Socioeconomic status and crime interconnect and contribute to community violence. High rates of crime and violence impact on families' feelings of safety and tend to reduce community interaction and outside physical activities. Death rates as a result of violence and injury are higher in the service area than in the state. In the hospital service area, homicide is a top cause of premature death and the community identified the pervasive effect of crime and violence on feelings of safety. Concern about violence keeps people inside their homes and reduces community interaction. Violence is also experienced at high rates within families, among youth and at schools. As a result, community safety was ranked by the community as the #5 health priority in the service area.

Sexually Transmitted Infections

STIs continue to be a major public health problem. STIs refer to more than 25 infectious organisms that are transmitted primarily through sexual activity. STI prevention is an essential primary care strategy for improving reproductive health. The service area is experiencing very high rates of sexually transmitted infections. Teens and young adults, age 15-29, and Blacks/African Americans, have the highest rates of sexually transmitted infections. Community stakeholders indicate the stigma associated with STIs. This stigma may result in inadequate education and communication about this health outcome. The community ranked STIs as the #8 priority in the service area. However, because of the severity of the issue among subpopulations increase in STIs and the negative impact on positive birth outcomes and reproductive help, STIs were selected as health need KFH – Downey would address through its community benefit initiatives.

IX. KFH – Downey's Implementation Strategies

As part of the Kaiser Permanente integrated health system, KFH – Downey has a long history of working internally with Kaiser Foundation Health Plan, The Southern California Permanente Medical Group

(SCPMG), and other Kaiser Foundation Hospitals, as well as externally with multiple stakeholders, to identify, develop and implement strategies to address the health needs in the community. These strategies are developed so that they:

- ✓ Are available broadly to the public and serve low-income individuals.
- ✓ Reduce geographic, financial, or cultural barriers to accessing health services, and if they ceased would result in access problems.
- ✓ Address federal, state, or local public health priorities
- ✓ Leverage or enhance public health department activities
- ✓ Advance increased general knowledge through education or research that benefits the public
- ✓ Otherwise would *not* become the responsibility of government or another tax-exempt organization

What follows represents the goals, strategies and expected outcomes for each of the health needs KFH – Downey plans to address for the 2017-2019 Implementation Strategy (IS). KFH – Downey will draw on a broad array of organizational resources to implement these strategies, such as grant-making, in-kind resources, collaborations and partnerships, as well as several internal KFH programs. For the purpose of this report, examples of resources are provided to illustrate how KFH-Downey plans to implement the strategies. For examples of how these resources have been deployed to date, please visit the 2016 Community Health Needs Assessment Report (www.kp.org/chna) chapter: Implementation Strategy Evaluation of Impact.

KFH – Downey is committed to enhancing its understanding about how best to develop and implement effective strategies to address community health needs and recognizes that good health outcomes cannot be achieved without joint planning and partnerships with community stakeholders and leaders. As such, KFH – Downey welcomes future opportunities to enhance its strategic plans by relying on and building upon the strong community partnerships it currently has in place.

Access to Care

KFH – Downey's **long-term goal** for addressing access to care is that all community members have access to timely, coordinated, high quality health care from a trained and diverse workforce. It aims to visualize this goal by organizing its' strategies around the following **strategic priorities (or intermediate goals)**:

- Increase coverage and access to comprehensive, quality health care services for low-income and uninsured populations.
- Improve the capacity of health care systems to provide quality health care services, including the social and non-medical needs of their patients.

These priorities have guided the development of the following core **strategies** to address access to care in the community.

- Support the provision of high quality health care including preventive services and specialty care for underserved populations (i.e. Medi-Cal Managed Care and Medi-Cal Fee-For-Service), provide access and comprehensive health care to low-income individuals and families who do not have access to public or private health coverage through charitable health coverage, and provide financial assistance to low-income individuals who receive care at KFH facilities and can't afford medical expenses and/or cost sharing.
- Support the development of community-based organizations, leaders, and networks, and build their capacity to advance equity and improve access to health care.

- Support policies and programs that improve the ability of health care organizations to access upstream factors and coordinate with community-based preventive services.
- Support partnerships and networks that sustain and scale change and lift up priorities, evidence and experience of communities, and to share information about what works in improving access to health care for the underserved. KFH – Downey will address access to care by partnering with Caring Connections, a nonprofit serving Bellflower Unified School District. KFH – Downey Public Affairs Representative is a member of the Caring Connections collaborative which ensures that children and families gain access to medical care regardless of insurance status or ability to pay.
- Leverage Kaiser Permanente assets to drive coverage and access to health care for the underserved, build the capacity of the primary care workforce and improve appropriate utilization of health care services. KFH – Downey Director of Human Resources is a member of the Southeast Los Angeles County Workforce Development Board where she provides expertise on local programs and policies that impact the evolving needs of the healthcare workforce.

Successful implementation of these strategies is expected to contribute to the following set of **outcomes** in the community:

- Reduced barriers that impede an individual’s ability to seek and obtain health care, and comply with medical treatment regimes.
- Improved referrals and coordination between health care providers and community resources and programs.
- Improved capacity, readiness and effectiveness of community-based organizations, community leaders and residents to address access to health care.

Obesity/HEAL/Diabetes

KFH – Downey’s **long-term goal** for addressing obesity/HEAL/diabetes is that all community members eat healthy and move more as a part of daily life. It aims to visualize this goal by organizing its’ strategies around the following **strategic priorities (or intermediate goals)**:

- Improve access to opportunities for physical activity in the community.
- Improve access to healthy food options in the community.
- Improve linkages between health care services and community-level services.

These priorities have guided the development of the following core **strategies** to address obesity/HEAL/diabetes in the community. Strategies aligned with the Los Angeles County Community Health Improvement Plan (CHIP) will enable greater collaboration with public health and community health partners in addressing this health need.

- Support multi-level, multi-component initiatives in community settings to support access to healthy, affordable food and activity-promoting environments (HEAL Zones). KFH – Downey Community Benefit Manager is a founding member of the Healthy Downey initiative which aims to align school and city based healthy eating and active living efforts in the community of Downey.
- Support multi-level, multi-component activities in school settings to produce a significant and measurable impact on the health of students, staff and teachers in K-12 schools within communities served by Kaiser Permanente. The Thriving Schools Initiative is a community based effort to improve healthy eating, physical activity and school climate in K-12 schools in Kaiser Permanente’s service areas, primarily through a focus on policy, systems and environmental changes that support healthy choices and a positive school climate.

- Support programs that improve referral of patients to evidenced-based health promotion programs that teach self-management and empowerment techniques for chronic disease management and prevention.
- Leverage Kaiser Permanente assets to drive community health, including healthy eating and active living and champion organizational practice changes within Kaiser Permanente that promote health.
- Support partnerships and networks that sustain and scale change and lift up priorities, evidence and experience of communities, and to build the field of healthy eating and active living. KFH – Downey Community Benefit Manager serves as a member of the Partnership for Healthy Communities (PHC) coalition, which is made up of representatives from the Los Angeles County Department of Public Health, PIH Health, Interfaith Food Center and staff from the cities of Cerritos, Artesia, Bellflower and Whittier. PHC has a team of 21 trained promotores who are implementing evidence based healthy eating curriculums at nonprofits and through Parks and Recreation programs in all four cities involved.

Successful implementation of these strategies is expected to contribute to the following set of **outcomes** in the community:

- Adoption and implementation of policies and improvements to environments that increase availability and enable access to healthy food (including fresh produce and safe drinking water) and/or physical activity.
- Improved patient assessment and care for chronic conditions (obesity, diabetes and/or heart disease) and social non-medical needs by health care providers.

Mental Health

KFH – Downey’s **long-term goal** for addressing mental health is that all community members have optimal levels of mental health and well-being and access to high quality mental and behavioral health care services when needed. It aims to visualize this goal by organizing its’ strategies around the following **strategic priorities (or intermediate goals)**:

- Improve the knowledge, capacity and infrastructure of health care, organizations and communities to address mental and behavioral health.

These priorities have guided the development of the following core **strategies** to address mental health in the community. Strategies aligned with the Los Angeles County Community Health Improvement Plan (CHIP) will enable greater collaboration with public health and community health partners in addressing this health need.

- Support school and youth development organizations in learning about and addressing mental and behavioral health including suicide prevention and trauma-informed care. KFH – Downey will address mental health by providing educational programming and resources (such as bully prevention), through programs such as the KP Educational Theatre, to local schools.
- Support the development of community-based organizations, leaders, and networks, and build their capacity to advance equity and reduce stigma surrounding mental and behavioral health. KFH – Downey will address mental health by partnering with True Lasting Connections (TLC) Family Resource Center (FRC) in Downey. KFH – Downey Public Affairs Director has served for eight years on the advisory board for this FRC who focuses on providing uninsured and underinsured youth access to mental health services.

- Leverage Kaiser Permanente assets to drive community health and champion organizational practice changes within Kaiser Permanente that promote mental and behavioral health.
- Support partnerships and networks that sustain and scale change and lift up priorities, evidence and experience of communities, and to share information about what works in improving behavioral and mental health and to build the field.

Successful implementation of these strategies is expected to contribute to the following set of **outcomes** in the community:

- Increased access (availability and affordability) of mental and behavioral health services in health care and community settings.
- Improved capacity, readiness and effectiveness of community-based organizations, community leaders and residents to address mental and behavioral health.

Community Safety/Violence Prevention

KFH-Downey's **long-term goal** for addressing community/safety/violence prevention is that all community members live in safe neighborhoods and are protected from violence and other injuries. It aims to visualize this goal by organizing its' strategies around the following **strategic priorities (or intermediate goals)**:

- Prevent and reduce violence in high-risk communities.
- Improve levels of community safety.

These priorities have guided the development of the following core **strategies** to address community/safety/violence prevention in the community. Strategies aligned with the Los Angeles County Community Health Improvement Plan (CHIP) will enable greater collaboration with public health and community health partners in addressing this health need.

- Support the adoption of evidence-based and promising family and youth development programs, such as the provision of trauma-informed care, conflict resolution program, and mentoring programs that focus on keeping youth positively engaged in school and the community.
- Support policies and programs that improve the delivery of services for youth and adults returning to the community from incarceration. KFH – Downey collaborates with Black Coffee, a social enterprise based in KFH – Downey service area dedicated to providing job training, employment and mentoring to men re-entering the community from incarceration. KFH – Downey purchases and serves Black Coffee in our hospital cafeteria.
- Leverage KP assets, including organizational practices, to promote community safety and prevent violence in communities. KFH – Downey's Associate Executive Director of the Kaiser Permanente Watts Counseling and Learning Center serves as a member of the Watts Gang Taskforce whose primary function is to eliminate gang violence, and coordinate resources and services in the Watts Community to help youth stay gang free and in school.
- Support partnerships and networks that sustain and scale change and lift up priorities, evidence and experience of communities, and to build the field of community health (including promoting best practices in trauma-informed care).

Successful implementation of these strategies is expected to contribute to the following set of **outcomes** in the community:

- Improved capacity, readiness and effectiveness of community-based organizations, community leaders and residents to address violence and injury prevention.

- Adoption and implementation of policies and programs that support safer physical environments in communities.

Sexually Transmitted Infections

KFH – Downey’s **long-term goal** for addressing sexually transmitted infections is to improve health and quality of life through prevention, detection, and treatment of STIs and the associated risk factors. It aims to visualize this goal by organizing its’ strategies around the following **strategic priorities (or intermediate goals)**:

- Improve patient access to STI preventive services including affordable medications and behavioral counseling and support.

These priorities have guided the development of the following core **strategies** to address sexually transmitted diseases in the community. Strategies aligned with the Los Angeles County Community Health Improvement Plan (CHIP) will enable greater collaboration with public health and community health partners in addressing this health need.

- Promote and encourage STI education, condom use, abstinence, testing and treatment for patients and their partners.
- Support school and youth development organizations in learning about and addressing STD prevention. KFH – Downey will address sexual health by providing educational programming and resources (such as STI awareness), through programs such as the KP Educational Theatre, to local schools.

Successful implementation of these strategies is expected to contribute to the following set of **outcomes** in the community:

- Improved referrals and coordination between health care providers and community resources and programs to address the medical and social needs of at-risk STD patients.

In addition to addressing the selected health needs described above, Kaiser Permanente, as an integrated health care delivery system, dedicates resources that target broader health system needs and upstream determinants of health.

Research

Kaiser Permanente conducts, publishes, and disseminates high-quality epidemiological and health services research to improve the health and medical care throughout our communities. Access to reliable data is a significant need of the overall health care system and can also be implemented in service of the identified health needs. Deploying a wide range of research methods contributes to building general knowledge for improving health and health care services, including clinical research, health care services research, and epidemiological and translational studies on health care that are generalizable and broadly shared. Conducting high-quality health research and disseminating its findings increases awareness of the changing health needs of diverse communities, addresses health disparities, and improves effective health care delivery and health outcomes in diverse populations disproportionately impacted by health disparities. Research projects encompass epidemiologic and health services studies as well as clinical trials and program evaluations. They cover a wide range of topics including clinical trials, building scientific expertise in health services and policy, and implementation science to bridge the gap between research and practice.

Our Commitment to Total Health

Kaiser Permanente is aware of the significant impact that our organization has on the health of our communities as a consequence of our business practices including hiring, purchasing, and environmental stewardship. In addition to the direct community investments we make through our grant-making, collaborations and partnerships, we have explored opportunities to align our hiring practices, our purchasing, our building and our environmental stewardship efforts with the goal of improving the conditions that contribute to health in our communities. The following strategies are illustrations of the types of continual organizational business practices we implement that can address priority health needs and contribute to community health and well-being. These strategies are intended to be an illustrative, not exhaustive list of our efforts:

- **Implement green business and operational practices, and building standards to address climate and health**, such as limiting excessive inventory by recycling outdated equipment and monitoring purchasing & supply; purchasing clean wind and solar energy; supporting procurement of services and supplies from local vendors; leveraging Kaiser Permanente influence to increase demand (and therefore supply) of healthier products and practices; renovating all buildings to meet “KP brand” expectations around environmental stewardship and the built environment; and recycling paper, plastic, and aluminum, and composting food scraps at Kaiser Permanente facilities.
- **Implement healthy food policies to address obesity/overweight and economic security**, such as supporting local restaurants and caterers that meet Kaiser Permanente’s Healthy Picks and to make more available healthier food options in our communities and at Kaiser Permanente facilities; and supporting vendors that hire under/unemployed residents (with living wages and benefits) in the food production/distribution process.
- **Contribute toward supplier diversity in the community to address economic security** by implementing policies and standards to procure supplies and services from a diverse set of providers; working with vendors to support sub-contracting with diverse suppliers/service providers; and partnering with community-based workforce development programs to support a pipeline for diverse suppliers/service providers.
- **Implement hiring policies to address economic security**, such as collaborating with workforce planning staff to identify current and future health care workforce needs.
- **Contribute toward water conservation to address climate and health** by installing drought tolerant landscaping.
- **Develop the health care workforce to address access to care and economic security** by implementing health care workforce pipeline programs to introduce diverse, underrepresented school age youth and college students to health careers; partnering with local vocational schools, community colleges, workforce investment boards, local hiring halls or community-based workforce development programs to create pipelines from target communities; and providing workforce training programs to train current and future health care providers with the skills, linguistic, and cultural competence to meet the health care needs of diverse communities.

X. Evaluation Plans

KFH – Downey will monitor and evaluate the health need strategies for the purpose of tracking the implementation of these strategies as well as to document the anticipated impact. Plans to monitor will be

tailored to each strategy and will include the collection and documentation of tracking measures, such as the number of grants made, number of dollars spent, and number of people reached/served. In addition, KFH – Downey will require grantees to propose, track and report outcomes, including behavior and health outcomes as appropriate. For example, outcome measures for a strategy that addresses obesity/overweight by increasing access to physical activity and healthy eating options might include number of students walking or biking to school, access to fresh locally grown fruits and vegetables at schools, or number of weekly physical activity minutes.

XI. Health Needs Facility Does Not Intend to Address

The health needs that KFH – Downey does not intend to directly address are: asthma, cardiovascular disease, oral health, preventive practices, substance abuse and teen pregnancy. For the most part these needs were deemed to be of relatively lower need based on the defined criteria. Taking existing community resources into consideration, KFH – Downey has selected to concentrate on those health needs that we can most effectively address given our assets. Through the planning process outlined in Section VIII of this report, the health needs KFH – Downey is not addressing had lower magnitude and severity ratings. Additionally, community input ranked asthma, cardiovascular disease, teen pregnancy and oral health in the bottom one-third of the prioritized health needs.

Community feedback indicated that the high priority needs were viewed as influencing a number of lower priority needs. For example, preventive practices, teen pregnancy and oral health can be addressed through a commitment of resources focused on access to care. In other words, an emphasis on access to care will improve care availability for these health needs, resulting in KFH – Downey selecting access to care and not selecting preventive care, teen pregnancy and oral health. This is also the case for selecting mental health and not substance abuse and selecting overweight/obesity/healthy eating/active living and not selecting cardiovascular disease and asthma. Since substance abuse is often linked with mental health issues, a focus on mental health services may support access to resources for substance abuse. The same reasoning says that reducing overweight and improving nutrition and physical activity will positively influence cardiovascular disease and asthma. Knowing that there are not sufficient resources to address all the community health needs, KFH – Downey chose to address those health needs that have the potential for the largest impact.

While this Implementation Strategy Report responds to the CHNA and Implementation Strategy requirements in the Affordable Care Act and IRS Notices, it is not exhaustive of everything we do to enhance the health of our communities. KFH-Downey will look for collaboration opportunities that address needs not selected where it can appropriately contribute to addressing those needs, or where those needs align with current strategy and priorities.