



2016 Implementation Strategy Report for Community Health Needs

Kaiser Foundation Health Plan of Colorado

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 Permanente Colorado
10350 East Dakota Avenue
Denver, Colorado 80247

I. General Information

Contact Person:	Maureen McDonald, Senior Director, Community Benefit and Relations
Date of Written Plan:	December 13, 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 Permanente Colorado Service Area

Kaiser Permanente (KP) Colorado defines its community as those individuals residing within its service area. A service area includes all residents in a defined geographic area surrounding its medical facilities and does not exclude low-income or underserved populations. KP Colorado also included any county with one or more member living in its boundaries.

Kaiser Permanente (KP) Colorado's community includes 87 percent of Colorado's population.

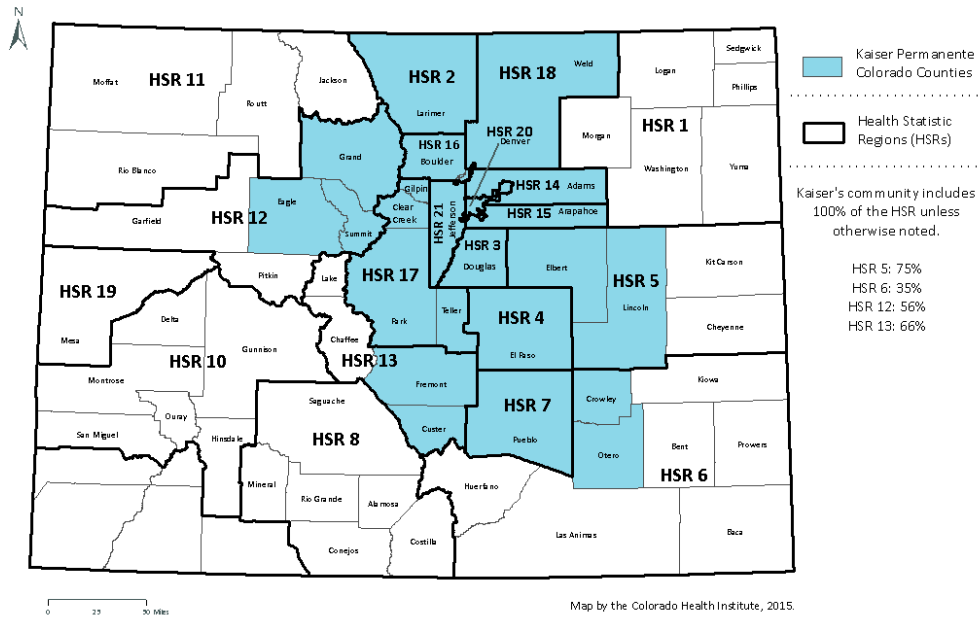
A majority of individuals (83 percent) identify race as white. Approximately 13 percent of the community identifies race as either black, some other race or multiple races.

Over one in five (21.0 percent) of the community identifies as Hispanic or Latino. Most of these people live in Adams, Crowley, Denver, Eagle, Otero, Pueblo, and Weld counties.

Approximately 34 percent of the community is under 25 years of age, and close to 11 percent is 65 years and older. The county with the lowest median age is Adams, at 32.6, while the highest median age, in Custer County, is 54.6.

The community's population 24 years of age and younger is expected to grow 11.2 percent between 2015 and 2020, while the population older than 65 years is projected to grow 28 percent during the same time period.

Communities Served by Kaiser Permanente Colorado, 2015



Kaiser Permanente Colorado Demographic Data	
Total Population	4,460,622
Race	
White	83.1%
Black	4.4%
Asian	3.1%
Native American/ Alaskan Native	0.8%
Pacific Islander/ Native Hawaiian	0.1%
Some Other Race	4.9%
Multiple Races	3.5%
Ethnicity	
Hispanic or Latino	21.0%
Non-Hispanic	79.0%

Kaiser Permanente Colorado Socio-economic Data	
Living in Poverty (<200% FPL)	29.3%
Children in Poverty	17.2%
Unemployed	3.9%
Uninsured	7.0%
High School Graduation Rate	81.4%

V. Purpose of Implementation Strategy

As KP Colorado does not own non-profit hospital facilities, this Implementation Strategy has been voluntarily 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 each of the applicable requirements set forth in final regulations released in December 2014. This implementation strategy describes Kaiser Permanente Colorado's planned response to the needs identified through the 2016 Community Health Needs Assessment (CHNA) process. For information about KP Colorado'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 six health needs identified for the KP Colorado service area through the 2016 Community Health Needs Assessment process.

High Priority Health Needs

- Economic Stability and Vitality
- Healthy Eating and Active Living
- Mental Health

Medium Priority Health Needs

- Access to Primary and Specialty Care
- Climate Change
- Substance Use

VII. Who was Involved in the Implementation Strategy Development

Several KP Colorado staff were involved in developing the Implementation Strategy.

The CHNA core team led the process, including soliciting and facilitating community engagement and synthesizing findings from the community engagement process. The core team also led discussions with the CHNA Leadership Group and solicited information from members of the Community Benefit and Relations Department on current KP Colorado activities that aligned with community-identified strategies.

Members of the CHNA core team included:

- Caila Aubé, Senior Community Health Specialist
- Heather Buffington, Project Manager
- Cheryl Kelly, Evaluation Investigator
- Eliza Lanman, Senior Community Health Specialist
- Carmen Martin, Senior Community Health Specialist
- Amy Pulver, Senior Manager, Community Health

The Community Health Equity Team and additional Community Benefit colleagues synthesized community-identified strategies into goals, objectives and expected outcomes. Participants included:

- Caila Aubé, Senior Community Health Specialist

- Michelle Donahue, Project Coordinator
- Amy Duggan, Senior Community Health Specialist
- Christopher J. Fellenz, M.D., Physician Lead for Safety Net Partnerships, Community Benefit and Relations
- Jenna Hansen, Associate Grants Officer
- Sylvia Kamau-Small, Senior Community Health Specialist
- Cheryl Kelly, Evaluation Investigator
- Elizabeth Konstanty, Finance Administrator
- Eliza Lanman, Senior Community Health Specialist
- Gordon Loui, Public Relations Senior Specialist
- Carmen Martin, Senior Community Health Specialist
- Patrick McAleer, Community Relations Coordinator
- Mark Pergola, Project Coordinator, Arts Integrated Resources
- Julia Powell, Public Relations Senior Specialist
- Amy Pulver, Senior Manager, Community Health
- Arlene Rapal, Actor/Facilitator & Program Coordinator, Arts Integrated Resources
- Curtis Robbins, Senior Manager, Arts Integrated Resources
- Russell Taylor, Senior Communications Consultant
- Katie Wall, Actor/Facilitator, Arts Integrated Resources

The following members of the CHNA Leadership Group informed the Implementation Strategy Report development:

- Don Backstrom, Regional Administrator, Supportive Care Solutions
- Arne Beck, PhD, Director of Quality Improvement and Strategic Research
- Tonya Bruno, Senior Outreach and Retention Specialist, Medicare/Medicaid
- Christopher J. Fellenz, M.D., Physician Lead for Safety Net Partnerships, Community Benefit and Relations
- Bobby King, Director, HR Services, Diversity & Inclusion
- Janet Lucchesi, RN, MHS, CPHQ, Director of Quality and Accreditation
- Maureen McDonald, Senior Director, Community Benefit and Relations
- Clayton Mitchell, Executive Director Facilities Services
- Douglas Newton, MD, MPH, Regional Specialty Chief, Integrated Behavioral Health; Department Value Advisor, Child and Adolescent Psychiatry; Clinical Lead for Pediatric Behavioral Health, KP Care Management Institute; Physician Lead for Thriving Schools, Community Benefit and Relations
- Dawn Paepke, Senior Specialist, Community Relations, Northern Colorado
- Dylan Ross, Integrated Behavioral Health Quality and Program Senior Manager
- Wes Skiles, Director, Government Relations
- Richard Spurlock, M.D., Medical Director, Network Relations and Development, Southern and Mountain Colorado Markets; Regional Value Advisor Southern Colorado
- John F. Steiner, MD, MPH, Senior Investigator, Institute for Health Research
- Mary Jo Strobel, BSN, MBA, Regional Clinical Services Director, Pediatrics

a. Partner Organizations

KP Colorado used a concept mapping process to obtain information from individuals throughout the region. See Section VII.b. for a complete description of KP Colorado's concept mapping process.

Approximately 200 individuals representing a range of organizations participated in online brainstorming to generate strategies addressing one or more of the six health needs that KP Colorado could implement to improve health in the state.

A majority of the participants (83 individuals, or 40 percent) represented nonprofit or community-based agencies. Local government employees made up 18 percent, or 37 participants. Twenty-one participants, or 10 percent, were involved in education at the neighborhood, college or university levels. The remaining participants were individual residents or from health care organizations, foundations, private businesses, and state government agencies. Eighteen participants, or nine percent, did not indicate their affiliations. Participants were not required to name their employers or affiliation, except for KP Colorado employees.

Community members were asked to participate in a second round of the process by rating unique strategies identified in the first round on their importance and feasibility. Forty-seven participants, or 49 percent, who engaged in this phase represented nonprofit or community-based agencies. Ten participants represented local government agencies and nine were affiliated with health care organizations. The remaining participants were individual residents or from education, state agencies, foundations. Some did not provide their employer or affiliation.

The final step of the process involved categorizing the statements by meaning or theme. In addition to internal KP Colorado staff, one representative of the local public health agencies that serve the seven county Denver metro region of Adams, Arapahoe, Boulder, Broomfield, Denver, Douglas and Jefferson counties participated in sorting community-identified strategies into categories.

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.

KP Colorado engaged community partners to solicit meaningful, thoughtful input on its Implementation Strategy.

The core team used concept mapping because of its potential to efficiently solicit ideas for the Implementation Strategy report from a group of community members throughout KP Colorado's sizable service area. Concept mapping is a structured method for organizing information that typically involves six steps: preparation, brainstorming and rating, structuring, representation, interpretation and utilization.

The preparation phase involved developing the focus prompt for brainstorming and identifying participants. The core team developed the following focus prompt to guide the project: "One strategy or intervention that Kaiser Permanente Colorado could implement that will improve the health of Coloradans is..."

KP Colorado's Community Benefit and Relations staff identified community members to be invited to participate. Participants included grantees, foundations, local public health agencies and other public health organizations in the service area. See section VII.a. for a full description of the organizations.

Additionally, as part of the preparation phase, the core team hosted a conference call with local public health agency representatives from KP Colorado communities to describe the process, solicit feedback, and answer

questions. The agencies also were asked to encourage their local partners to participate in the web-based brainstorming.

The core team sent out an email inviting community partners to participate in online brainstorming to inform the Implementation Strategy report. Community partners were asked to forward the email to others to participate.

Community members who participated in online brainstorming generated approximately 500 strategies for the six health needs in response to the focus prompt (“One strategy or intervention that Kaiser Permanente Colorado could implement that will improve the health of Coloradans is ...”).

Partners were also asked to consider how KP Colorado could integrate the arts into addressing the six health needs and improving health outcomes. Community members identified strategies for supporting community efforts as well as called out opportunities for KP Colorado’s programs and clinical activities to address the health needs. Community members also identified specific populations that KP Colorado could target, including youth and older adults.

The core team refined the list of strategies by removing duplications and combining similar themes or ideas. The final list included 100 strategies addressing all 6 health needs, with some addressing several health needs. Community members received another email inviting them to rate these strategies using the same online tool.

Community members rated each strategy on its importance for improving the health of Coloradans and on its feasibility to implement in the next three years. The average rating scores were highest for strategies related to healthy eating active living, access to primary and specialty care (including mental health services) and economic stability and vitality. Average scores were lowest for strategies related to climate change.

This process created the foundation for KP Colorado’s Implementation Strategy. Suggested approaches and populations were incorporated into the goals, strategies and expected outcomes for the highest-rated health needs.

The core team hosted a follow-up webinar with local public health agency representatives to share the findings and explain how they would be used to develop the Implementation Strategy. Public health representatives discussed how these strategies aligned with their goals and identified opportunities to work together in the future. The core team also discussed next steps for completing the Implementation Strategy report and committed to keeping public health agencies informed and engaged as the process moves forward.

c. Consultant Used

The Colorado Health Institute assisted KP Colorado in completing its Implementation Strategy. The Colorado Health Institute also conducted KP Colorado’s 2013 and 2015 Community Health Needs Assessments. The Colorado Health Institute is a nonprofit health policy research institute created in 2002 by Colorado’s health conversion foundations to address a statewide need for independent and impartial health care data, information and analysis. The Colorado Health Institute serves as a trusted, nonpartisan advisor to a wide range of decision-makers. Staff participating in the CHNA included Sara Schmitt, Director of Community Health Policy and Maggie Bailey, research analyst.

VIII. Health Needs that Kaiser Permanente Colorado Plans to Address

a. Process and Criteria Used to Select Health Needs

KP Colorado decided to solicit community input through the concept mapping process on all six health needs identified in its CHNA.

After synthesizing community input as described above, the core team made an initial recommendation to the Leadership Group that KP Colorado address five of the six identified health needs, removing substance use. Community-identified strategies for substance use related to improving access to services. Staff felt that KP Colorado is already addressing substance use by integrating screening and treatment into primary care, specialty care and mental health.

The Leadership Group affirmed that this integrated work should continue. But it also said it was important to address substance use as a separate health need in the Implementation Strategy, based on the magnitude and severity of the problem in the region and KP Colorado's opportunity to support efforts to address it.

b. Health Needs that Kaiser Permanente Colorado Plans to Address

KP Colorado plans to address the following health needs in its Implementation Strategy: Access to Primary and Specialty Care; Climate Change; Economic Stability and Vitality; Healthy Eating and Active Living; Mental Health; and Substance Use.

Access to Primary and Specialty Care

Primary and specialty health care helps individuals prevent disease, manage conditions and learn skills for healthy living. Culturally competent care provided in a medical home can address patients' health needs and connect them with other resources and supports. Health insurance reforms led to record enrollment and eliminated patient cost-sharing for preventive services, making it more economical to obtain screenings and counseling. Expanded insurance coverage lowered one barrier to care, but placed greater demands upon a primary and specialty care workforce that is struggling to meet these needs. KP Colorado is uniquely positioned to address access to primary and specialty care through its grant-making, partnerships, internal programs and participation in state-wide initiatives.

Climate Change

A changing climate poses long-term implications for health today and for future generations. Poor air quality exacerbates respiratory and cardiovascular conditions. KP Colorado has opportunities to minimize the environmental impact of its facilities through internal programs and to encourage climate-friendly transportation through grant-making.

Economic Stability and Vitality

Individuals and families need a strong economic foundation upon which to build healthy lives. Economic stability promotes good health and healthy communities. Essential ingredients for a stable and vital economy include educational achievement, livable wages, accessible transportation and safe places to live, work and play. KP Colorado can promote economic stability and vitality through its internal workforce development programs; collaborating with partners in support of improved transportation; and by targeting its grant-making toward underserved areas.

Healthy Eating and Active Living

A lifestyle that includes healthy foods and exercise improves a person's physical and mental health. Exercise can foster social connections, especially for older adults. Healthy eating and active living is best supported in communities where residents feel safe and have opportunities to make choices that promote well-being. KP Colorado is a leader in creating environments, programs and policies that support physical activity and ready access to nutritious foods through grant-making, internal programs, and partnerships. Healthy eating and active living is also a flagship public health priority for Colorado and a top priority of local public health agencies.

Mental Health

Poor mental health impacts all areas of life, including a person’s physical well-being, ability to work and perform well in school and to participate fully in family and community activities. The average suicide rate in KP Colorado’s communities exceeds the national rate and the Healthy People 2020 target. Access to programs and services that promote social and emotional wellness for everyone is an important first step in improving mental health. KP Colorado can support mental health and wellness across the continuum of life — from early childhood to old age — through grant-making, internal resources and partnerships to reduce stigma and promote screening and early intervention. Addressing mental health is a top priority among the majority of local public health agencies and nonprofit hospitals in the communities served by KP Colorado as well as statewide.

Substance Use

Misuse of substances such as alcohol, marijuana, prescription drugs or tobacco harms individual and community health. Substance use among individuals of all ages can raise health risks for cancer, damage mental health and lead to poor decisions with tragic results. Marijuana is legal in Colorado and alcohol is readily available. Excessive alcohol consumption and expenditures surpass national rates. KP Colorado can leverage its internal resources as well as partnerships with community providers to reduce dependence and improve screening and treatment. Addressing substance use is a priority among local public health agencies, nonprofit hospitals in the communities served by KP Colorado and for the state of Colorado.

IX. Kaiser Permanente Colorado’s Implementation Strategies

As part of the Kaiser Permanente integrated health system, KP Colorado has a long history of working internally with Kaiser Foundation Health Plan, The Colorado Permanente Medical Group, 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

KP Colorado 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, KP Colorado welcomes future opportunities to enhance its strategic plans by relying on and building upon the strong community partnerships it currently has in place.

Partnering with state and local public health agencies, nonprofit hospitals and community organizations is a foundational strategy for KP Colorado. This work includes identifying shared priorities as well as aligning activities to achieve common goals and objectives. KP Colorado will work with these partners to better understand where it can provide assets to support existing efforts. KP Colorado is also committed to communicating regularly with its partners to continue identifying areas of common purpose and opportunity for collaboration.

KP Colorado will draw on a broad array of strategies and organizational resources to improve the health of vulnerable populations within our communities, such as grant making, in-kind resources, collaborations and

partnerships, as well as several internal programs. The goals, outcomes, strategies, and examples of resources planned are described below for each selected health need.

KP Colorado 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. 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 Implementation Strategy outlined below can provide a starting platform and blueprint for applying all KP Colorado resources to improve member and community health.

In addition to the community engagement process used to develop KP Colorado's Implementation Strategy Plan, the core team reviewed the KP National Community Benefit theory of change as well as the theories of change for relevant work streams. When appropriate, KP Colorado included strategies and expected outcomes that align with national strategy and other Kaiser Permanente regions.

KP Colorado is committed to addressing health disparities across its community by promoting health equity through these strategies and initiatives. Its efforts will be targeted, when possible, to communities facing greater barriers to health. Using the arts and creative approaches to improve health is also an integral part of many of KP Colorado's strategies.

The health needs identified in the Implementation Strategy are connected. Individuals and communities do not experience them in isolation. In developing the Implementation Strategy, KP Colorado was intentional about considering each strategy for its ability to support and advance Total Health. For example, KP Colorado is supporting active transportation policies and programs to address healthy eating active living and partnering with community groups and programs to create employment opportunities among targeted communities to meet current and future health care workforce needs as well as advance economic stability and vitality.

KP Colorado will integrate strategies and resources across health needs, whenever possible, to improve efficiency and outcomes. For example, KP Colorado will provide in-kind support to improve training and consistency of screening for mental health, substance use and social, non-medical needs in primary care settings. This strategy accomplishes goals within improving access to primary and specialty care and can also impact economic stability and vitality, mental health and substance use. Several KP Colorado internal programs including arts integration, Weigh and Win, and Healthy Connections encourage healthy eating and active living as well as promote social and emotional wellness. Supporting and promoting active transportation can reduce harmful climate impacts.

High Priority Health Needs

Economic Stability and Vitality

Long-term Goal

Individuals and families in KP Colorado's service area will have equitable opportunities and resources to build strong economic foundations upon which to build healthy lives.

Intermediate Goals

- Improve access to employment opportunities for disadvantaged or low-income individuals.
- Support public policies that increase public transportation access to and routes in disadvantaged neighborhoods KP Colorado's service area.
- Support policies and programs that enable families to balance work and family priorities and strengthen financial literacy.

Strategies

- Make grants to support health care workforce pipeline programs through scholarships, loan repayment and sponsorships for educational opportunities to assist employees working in safety net clinics and introduce diverse and under-represented youth and college students to health careers.
- Collaborate with partners to advocate for program and policy changes to make public transit more affordable and responsive to needs of low-income individuals, families, and seniors.
- Continue KP Colorado's internal initiatives that promote equitable hiring and employee support, including the Diversity Inclusion Program, Multicultural Business Recruiting Group participation, and employee tuition reimbursement.
- Identify KP Colorado's current and future health care workforce needs in entry-level and hard-to-fill positions and partner with local community groups, vocational schools and other programs to create employment and internship opportunities among targeted communities including youth, retired persons and recently incarcerated.
- Explore opportunities to improve KP Colorado's internal policies and practices to enhance economic stability and vitality for workers of all levels, including living wages and benefits, promoting work-family balance, purchasing and procuring supplies and services from diverse suppliers/providers and work with vendors to support sub-contracting with diverse and/or local suppliers and providers.
- Deploy in-kind resources such as KP Colorado staff who volunteer on youth councils, in youth mentoring programs, senior programs, and those who serve as board members for organizations that promote economic stability and vitality.
- Sponsor volunteer opportunities for KP Colorado employees that promote economic stability and vitality.

Expected Outcomes

- Increased availability of mentoring, job training, and other resources/programs/services for young people, school-aged youth and low-income adults of all ages.
- Increased civic engagement in advocacy to improve access to public transit
- Increased number of KP Colorado policies that support work-family balance and those that promote equitable purchasing and procurement.

Healthy Eating Active Living

Long-term Goal

Coloradans of all ages in KP Colorado's service area will enjoy improved health and achieve healthier weights through increased physical activity and eating nutritious foods.

Intermediate Goals

- Increase the number of communities with facilities, programs and policies that support physical activity and active transportation.
- Increase the number of Coloradans with access to affordable and nutritious foods.

Strategies

- Make grants to school districts, organizations and communities to support local and statewide healthy eating and active living initiatives for individuals of all ages.
- Collaborate with organizations to develop and promote policies that increase equitable access to healthy eating and active living opportunities, including active transportation.
- Partner with organizations to improve integration of healthy eating and active living into primary care settings through screening for food insecurity and fall prevention risks, and supplying emergency food boxes for members.
- Leverage KP Colorado's in-kind resources, including staff volunteers, for organizations that promote healthy eating and active living.

- Sponsor events and programs that include healthy food or opportunities for physical activity.
- Continue internal KP Colorado programs such as arts integration, Weigh and Win, and Healthy Connections that encourage physical activity, good nutrition and social and emotional wellness.
- Support action-oriented research into healthy eating and active living, including the connections between food insecurity and health and a scan of active transportation/transit-oriented development gaps and opportunities.
- Promote internal policies that require healthy food to be served at all KP Colorado sponsored events including meetings and conferences.

Expected Outcomes

- More plans and policies implemented that support active transportation (e.g., complete streets policies, master bike and pedestrian plans, active living plans).
- Improved access to parks and to low-cost exercise programs such as Silver Sneakers.
- Increased number of trips made by biking, walking or wheelchair rolling in targeted neighborhoods.
- Increased civic engagement in advocacy to improve access to public transit.
- Increased enrollment and participation in public food assistance programs, particularly among families and seniors.
- Increased employment in and income from HEAL-related efforts such as healthy, cultural food education and micro-entrepreneur programs.
- Improved and increased resident and youth leadership and civic engagement in HEAL issues through promotora and advocacy trainings.
- Increase in the number of schools with policies and programs to support healthy eating, physical activity and social and emotional wellness.
- Fewer food deserts.
- Additional farmers' markets, especially in underserved communities, that accept SNAP.
- Organizational policies and practices implemented that increase access to fruit, vegetables, and healthy food and beverages among employees and members.
- Increase the number of clinics screening for social non-medical needs.

Mental Health

Long-term Goal

Improve the mental health of Coloradans in KP Colorado's service area.

Intermediate Goals

- Increase resources available for prevention, screening, and treatment of mental health and substance use problems in KP Colorado's service area.
- Decrease rates of suicide and attempted suicide across KP Colorado's service area among youth and older adults.
- Support teachers and staff to promote social/emotional wellness and address behavioral health within school districts to improve learning outcomes for students.

Strategies

- Make grants to organizations and school districts to provide low or no-cost substance use and mental health assistance, including Mental Health First Aid, and efforts that promote mental health screening, prevention and stigma reduction among youth.
- Make grants to support the development and implementation of school-based, trauma-informed policies, procedures and practices and social/emotional wellness programs.
- Partner with community organizations to address substance use and mental health needs of children, youth, families, and older adults.

- Collaborate with communities, school districts, home health agencies, safety net providers and local public health agencies to reduce the stigma that can accompany mental health care and increase appropriate screening and improve referrals to treatment and supports.
- Continue KP Colorado’s internal programs including Arts Integrated Resources and worksite wellness programs that promote social/emotional wellness through stress management, conflict resolution techniques and the use of humor.
- Support youth leadership development in schools and organizations.
- Deploy in-kind resources, including KP Colorado volunteers who work with older adults, those who serve at local mental health agencies, participate in suicide prevention efforts and who sit on boards of organizations addressing mental health.
- Provide in-kind support that improves training and consistency of screening for mental health, substance use and suicide in KP Colorado’s primary care settings.

Expected Outcomes

- More Coloradans trained in Mental Health First Aid and Trauma Informed Care.
- Increased number of organizations such as health care providers, schools and other community-based service organizations that use a trauma-informed approach to addressing mental health.
- Increased number of KP Colorado primary care clinics that screen for mental health concerns, including suicide.
- Improved access to mental health and substance use services and treatment throughout the service area in community settings including senior centers, clinics and youth organizations.
- Increased coordination and integration of the system of support services for mental health and wellness in the community
- Increased number of schools that have policies and practices to create trauma-sensitive and culturally responsive classrooms and schools.
- Increased participation among teachers and school staff in social/emotional wellness programs.
- Increased sense of belonging/connectedness among students and their families, teachers, and staff participating in social and emotional wellness programs at schools.
- Improved teacher and staff social/emotional wellness competencies through professional development.

Medium Priority Health Needs

Access to Primary and Specialty Care

Long-term Goal

Coloradans in KP Colorado’s service area will enjoy improved health by receiving preventive care as well as timely diagnosis and treatment for physical and behavioral health problems through primary and specialty care that is high-quality, culturally appropriate, integrated, and affordable.

Intermediate Goals

- Increase access to primary care for low-income children and families through school-based health centers.
- Increase access to primary and specialty care for low-income and Medicaid patients living in KP Colorado’s service region.
- Increase the number and diversity of primary care providers, especially in underserved communities in KP Colorado’s service region.
- Improve electronic connectivity between primary and specialty care providers and community organizations.

Strategies

- Participate in subsidized coverage programs for low-income individuals such as Medicaid and Medical Financial Assistance and in state-run Medicaid payment reform initiatives to improve access to care.
- Support policy and regulatory efforts to improve interoperability between electronic medical record systems.
- Make grants to partners for scholarships that support health care provider recruitment and retention among diverse, underrepresented students and providers and to support practice improvement opportunities for safety net clinics.
- Provide in-kind support that improves training and consistency of screening for mental health, substance use and/or social, non-medical needs in KP Colorado's primary care settings.
- Participate in coalitions to develop provider resources to promote screening for social determinants of health and to promote patient engagement in health care, screening and prevention.
- Expand internal KP programs, including the Safety Net Specialty Care Program, CO Bridge, Care Equity Project and Clinic to Community Integration.
- Leverage KP Colorado's in-kind resources including continuing medical education for safety net providers; CPMG physician volunteers who see patients in safety net clinics; staff serving on committees and alliances that address access to care issues and who provide quality improvement training and technical assistance to safety net clinics; and internships and preceptorships.
- Collaborate with Urban Indian Health Organizations in Colorado and other states to disseminate and adapt KP Colorado strategies for improving care for chronic health conditions such as hypertension and diabetes.
- Conduct interventions to reduce health disparities in hypertension care through reducing the stereotype threat experienced by minority patients.

Expected Outcomes

- Increased number of safety net partners reporting increased availability of specialty care services.
- Increased number of KP clinics and safety net partners that screen for social non-medical needs.
- Increased number of staff at safety net clinics who are trained in quality improvement.
- Reduced provider workforce shortages in underserved areas.
- Increased use of preventive services.
- Improved care for hypertension and diabetes in disparate populations.

Climate Change

Long-term Goal

The personal and community health impacts of a changing climate will be reduced across KP Colorado's service area.

Intermediate Goal

- Reduce KP Colorado's impact on climate change.
- Increase access to active transportation.

Strategies

- Continue KP Colorado programs such as virtual and e-consultation models of health care that reduce vehicle use and active transportation initiatives such as B-Cycle and Fort Collins Bike Share that promote cycling in place of vehicle use.
- Continue KP Colorado's internal efforts to promote active transportation and environmental stewardship, including facility practices, infrastructure such as bike racks and shared bicycles, electric vehicle chargers recycling at KP Colorado and non-KP Colorado facilities and medical waste disposal.

- Explore opportunities for improving KP's internal practices to lessen environmental impacts, including purchasing from local vendors and vendors with sustainable business practices and promoting active transportation among employees.

Expected Outcomes

- Safer medical waste disposal and recycling.
- Increased number of environmentally friendly operational practices in KP Colorado facilities.
- Increased use of active transportation in KP Colorado communities.

Substance Use

Long-term Goal

Coloradans in KP Colorado's service area will have access to services that address substance use problems.

Intermediate Goals

- Improve screening and treatment for substance use problems in primary care settings.
- Reduce stigma associated with substance use disorders.

Strategies

- Improve training and consistency of screening for substance use and social support needs in KP Colorado primary care settings.
- Share best practices, identified through KP Colorado's internal research and clinical programs, for screening, pain management and substance use disorder treatment with safety net providers and other partners.
- Collaborate with health care, behavioral health and public health partners to continue advocating for sound, evidence-based substance use-related policies.
- Develop educational initiatives to improve preventive care and treatment of patients with substance use disorders.

Expected Outcomes

- Increased screening for substance use issues.
- Policies and practices implemented that improve access to evidence-based substance use treatment.

Additional Community Benefit Priorities

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.

Kaiser Permanente deploys dedicated research expertise to conduct, publish, and disseminate 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 cardiovascular disease, cancer, diabetes, substance abuse, mental health, maternal and child

health, women's health, health care delivery, health care disparities, pharmaco-epidemiology, and studies of the impact of changing health care policy and practice.

KP researchers also participate in the development of regional systems to conduct public health surveillance by sharing data and expertise with other health care systems in the state.

In addition to our significant Community Benefit investments, Kaiser Permanente is aware of the significant impact that our organization has on the economic vitality of our communities as a consequence of our business practices including hiring, purchasing, and environmental stewardship. We will explore 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.

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. 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 organizational business practices we implement to address priority health needs and contribute to community health and well-being:

- Implement green business practices to address climate and health by purchasing clean wind and solar energy, supporting procurement of services and supplies from local vendors, donating excess medical supplies to community clinics (when appropriate), purchasing safe chemicals for cleaning, securing vendors that limit packaging materials and/or use recyclable materials in packing and shipping, and leveraging KP influence to increase demand (and therefore supply) of healthier products and practices.
- 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; working with community-based workforce development programs to support a pipeline for diverse suppliers/service providers; and building the capacity of local small businesses that can offer training on business fundamentals (core competencies, finance, business plans, human resources, marketing, gaining access to equity/debt financing, etc.)

X. Evaluation Plans

KP Colorado will monitor and evaluate the strategies listed above for the purpose of tracking the implementation of those 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, KP Colorado 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 Kaiser Permanente Colorado Does Not Intend to Address

KP Colorado is addressing all health needs identified in its 2016 Community Health Needs Assessment.