



# 2019 Implementation Strategy Report

Kaiser Foundation Hospital: Modesto

License number: 030000393

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

March 18, 2020

Kaiser Permanente Northern California Region Community Health  
IS Report for KFH Modesto Service Area

Contents

- I. General information..... 3
- II. About Kaiser Permanente (KP) ..... 4
- III. About Kaiser Permanente Community Health ..... 4
- IV. Kaiser Foundation Hospitals – KFH Modesto Service Area ..... 5
  - A. Map of KFH Modesto Service Area..... 5
  - B. Geographic description of the community served..... 5
  - Demographic profile of the community served..... 6
- V. Purpose of Implementation Strategy ..... 6
  - List of Community Health Needs Identified in 2019 CHNA Report..... 6
- VI. Who was involved in the Implementation Strategy development..... 7
  - A. Partner organizations..... 7
  - B. Community engagement strategy ..... 7
  - C. Consultant(s) used ..... 8
- VII. Health needs that KFH Modesto plans to address ..... 8
  - A. Process and criteria used ..... 8
  - B. Health needs that KFH Modesto plans to address ..... 10
- VIII. KFH Modesto’s Implementation Strategies ..... 11
  - A. About Kaiser Permanente’s Implementation Strategies ..... 11
  - B. 2019 Implementation Strategies by selected health need ..... 11
  - C. Our commitment to Community Health ..... 15
- IX. Evaluation plans ..... 16
- X. Health needs KFH Modesto does not intend to address ..... 16

## I. General information

Contact Person:	Deborah R. Pitts, Public Affairs Director
Date of written plan:	December 16, 2019
Date written plan was adopted by authorized governing body:	March 18, 2020
Date written plan was required to be adopted:	May 15, 2020
Authorized governing body that adopted the written plan:	Kaiser Foundation Hospitals Board of Directors' Community Health Committee
Was the written plan adopted by the authorized governing body on or before the 15 <sup>th</sup> day of the fifth month after the end of the taxable year the CHNA was completed?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Date facility's prior written plan was adopted by organization's governing body:	March 16, 2017
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 (KP)

Founded in 1942 to serve employees of Kaiser Industries and opened to the public in 1945, Kaiser Permanente is recognized as one of America's leading health care providers and nonprofit health plans. We were created to meet the challenge of providing American workers with medical care during the Great Depression and World War II, when most people could not afford to go to a doctor. Since our beginnings, we have been committed to helping shape the future of healthcare. Among the innovations Kaiser Permanente has brought to U.S. health care are:

- Prepaid health plans, which spread the cost to make it more affordable
- A focus on preventing illness and disease as much as on caring for the sick
- An organized, coordinated system that puts as many services as possible under one roof—all connected by an electronic medical record

Kaiser Permanente is an integrated health care delivery system comprised of Kaiser Foundation Hospitals (KFH), Kaiser Foundation Health Plan (KFHP), and physicians in the Permanente Medical Groups. Today we serve more than 12 million members in eight states and the District of Columbia. Our mission is to provide high-quality, affordable health care services and to improve the health of our members and the communities we serve.

Care for members and patients is focused on their Total Health and guided by their personal physicians, specialists, and team of caregivers. Our expert and caring medical teams are empowered and supported by industry-leading technology advances and tools for health promotion, disease prevention, state-of-the-art care delivery, and world-class chronic disease management. Kaiser Permanente is dedicated to care innovations, clinical research, health education, and the support of community health.

## III. About Kaiser Permanente Community Health

For more than 70 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. We believe good health is a fundamental right shared by all and we recognize that good health extends beyond the doctor's office and the hospital. It begins with healthy environments: fresh fruits and vegetables in neighborhood stores, successful schools, clean air, accessible parks, and safe playgrounds. Good health for the entire community requires equity and social and economic well-being. These are the vital signs of healthy communities.

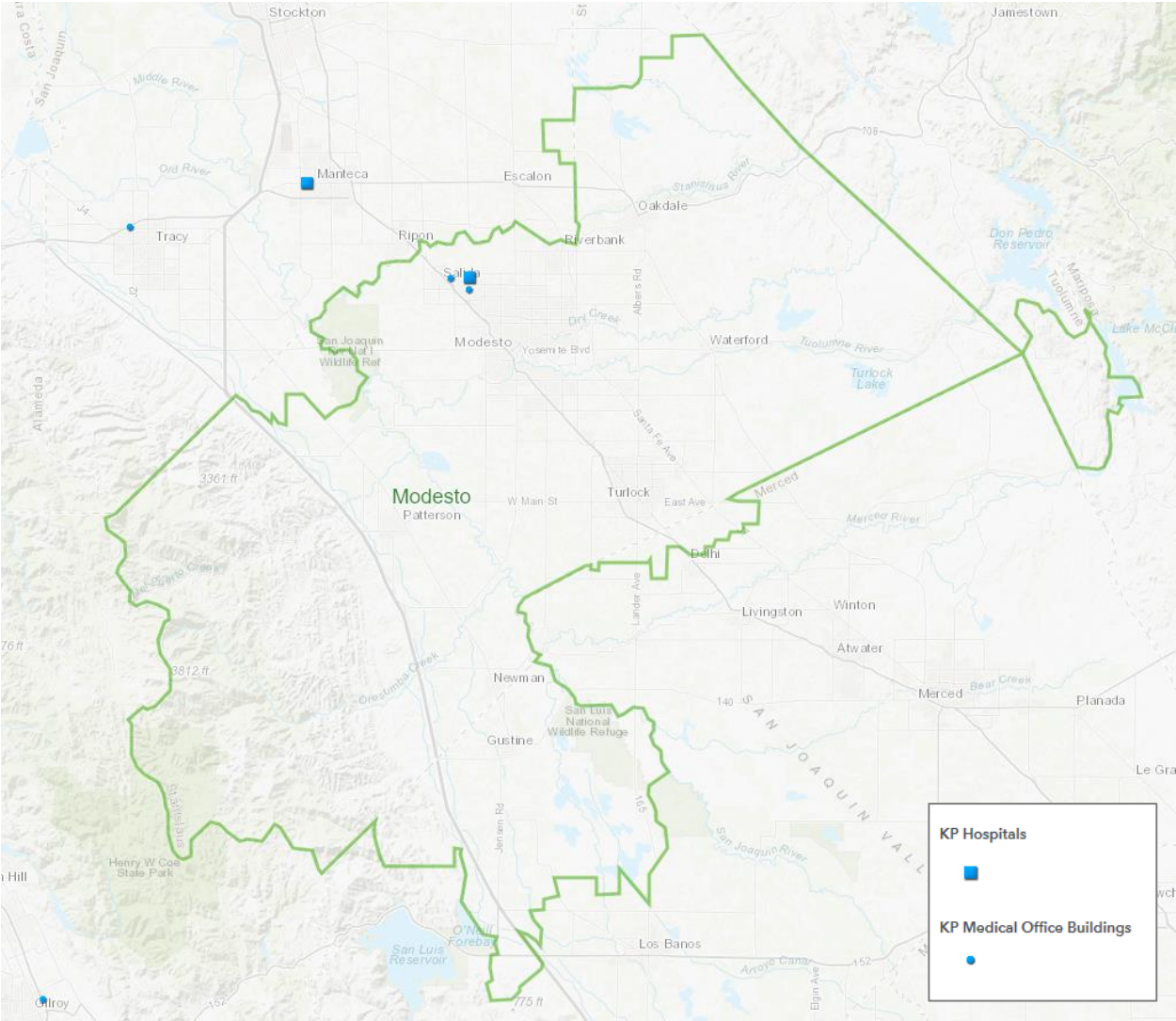
Better health outcomes begin where health starts, in our communities. Like our approach to medicine, our work in the community takes a prevention-focused, evidence-based approach. We go beyond traditional corporate philanthropy or grant making to pair financial resources with medical research, physician expertise, and clinical practices. Our community health strategy focuses on three areas:

- Ensuring health access by providing individuals served at KP or by our safety net partners with integrated clinical and social services;
- Improving conditions for health and equity by engaging members, communities, and Kaiser Permanente's workforce and assets; and
- Advancing the future of community health by innovating with technology and social solutions.

For many years, we've worked side-by-side with other organizations to address serious public health issues such as obesity, access to care, and violence. And we've conducted Community Health Needs Assessments 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.

#### IV. Kaiser Foundation Hospitals – KFH Modesto Service Area

##### A. Map of KFH Modesto Service Area



##### B. Geographic description of the community served

KFH Modesto is located at 4601 Dale Road, Modesto, CA 95356 and its service area includes the cities of Ceres, Hughson, Modesto, Newman, Oakdale, Patterson, Riverbank, Turlock, and



Waterford. The service area includes a large portion of Stanislaus County, making Stanislaus County data a good proxy for data for the KFH Modesto Service Area.

### Demographic profile of the community served

<b>Race/ethnicity</b>		<b>Socioeconomic Data</b>	
Total Population	542,353	Living in poverty (<100% federal poverty level)	18.3%
Asian	5.3%	Children in poverty	24.8%
Black	2.7%	Unemployment	6.2%
Hispanic/Latino	44.5%	Uninsured population	11.7%
Native American/Alaska Native	0.6%	Adults with no high school diploma	22.6%
Pacific Islander/Native Hawaiian	0.6%		
Some other race	11.5%		
Multiple races	4.6%		
White	74.8%		

**Source: American Community Survey, 2012-2016**

## 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 each of the applicable requirements set forth in final regulations released in December 2014. This implementation strategy describes KFH Modesto’s planned response to the needs identified through the 2019 Community Health Needs Assessment (CHNA) process. For information about KFH Modesto’s 2019 CHNA process and for a copy of the report please visit [www.kp.org/chna](http://www.kp.org/chna).

### List of Community Health Needs Identified in 2019 CHNA Report

The list below summarizes the health needs identified for the KFH Modesto Service Area through the 2019 Community Health Needs Assessment process.

- Highest Priority
  - Obesity/Healthy Eating Active Living (HEAL)/Diabetes
  - Mental Health
  - Access to Care
- Medium Priority
  - Economic Security
  - Substance Abuse/Tobacco
  - Cancers
- Lower Priority
  - Oral Health
  - Violence/Injury Prevention

- CVD/Stroke
- Climate and Health
- Asthma

## VI. Who was involved in the Implementation Strategy development

### A. Partner organizations

KFH Modesto worked independently on the development of the hospital's Implementation Strategy.

### B. Community engagement strategy

While not required by Federal CHNA regulations, Kaiser Permanente requires all KFH facilities developing Implementation Strategy plans to elicit community input throughout the plan development process. Community member and stakeholder 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 Modesto engaged community input in the Implementation Strategy Plan through a meeting attended by 26 participants representing community residents, community organizations, public agencies, the business sector, health care providers and local elected officials. Meeting participants work with and have in depth knowledge of the KFH Modesto Service Area's highest need populations.

At the Implementation Strategy Input meeting, community stakeholders reviewed the needs that KFH Modesto plans to address as well as the initial strategies identified by Kaiser Permanente to address the needs. Facilitated discussion at the meeting elicited stakeholder input on the following:

- The interventions needed to achieve a sustainable impact
- The KFH Modesto Service Area sub-populations (age, ethnicity, geographic area) most in need of intervention
- The organizations and/or public agencies (i.e. school districts, community based organizations, community health clinics) that are essential partners for implementing effective interventions

A robust discussion among the community stakeholders affirmed the priority health needs that KFH Modesto plans to address as well as the intervention strategies identified, and produced recommendations capturing the perspective of the KFH Modesto communities experiencing the greatest health inequities, ensuring that this viewpoint is included in the final Implementation Strategy Plan. Community stakeholders' recommendations included additional strategies to address the selected needs, specific geographic areas or population groups on which to focus interventions, and partner agencies best positioned to lead work to address the selected health

needs due to their capacity and/or experience reaching specific populations. Examples of community stakeholder recommendations included in the KFH Modesto Implementation Strategy Plan include:

- Include bullying as a specific focus area for trainings to increase the capacity of school staff to provide trauma-informed services and programs.
- Assure that efforts to expand reach and variety of services for populations experiencing/at risk for homelessness meet the needs of youth, recently emancipated foster youth, and veterans.
- Address transportation challenges by adding new locations for free food distribution and using mobile food distribution to reach rural communities.

	Data collection method	Title/name	Number	Notes
Organizations				
1	Meeting	Community Stakeholder Meeting	26	Attendees included: community residents (7), community organization representatives (12), public agency representatives (4), business sector representative (1), health care provider (1), local elected official (1)

### C. Consultant(s) used

The process was led by the Community Benefit Manager for KFH Modesto and facilitated by Ad Lucem Consulting.

Ad Lucem Consulting specializes in initiative design, strategic planning, grants management, and program evaluation. Ad Lucem Consulting has developed CHNA reports and Implementation Plans for hospitals including synthesis of secondary and primary data, needs prioritization, and identification of assets and implementation strategies. To learn more about Ad Lucem Consulting visit [www.adlucemconsulting.com](http://www.adlucemconsulting.com).

## VII. Health needs that KFH Modesto plans to address

### A. Process and criteria used

#### Criteria:

Before beginning the Implementation Strategy health need prioritization process, KFH Modesto chose a set of criteria to use in selecting the list of health needs. The criteria were:

- **Severity of need:** This refers to how severe the health need is (such as its potential to cause death or disability) and its degree of poor performance against the relevant benchmark.
- **Magnitude/scale of the need:** The magnitude refers to the number of people affected by the health need.



- **Clear disparities or inequities:** This refers to differences in health outcomes by subgroups. Subgroups may be based on geography, languages, ethnicity, culture, citizenship status, economic status, sexual orientation, age, gender, or others.
- **Leveraging KP Assets:** KP can make a meaningful contribution to addressing the need because of its relevant expertise, existing strategies, and/or unique business assets as an integrated health system and because of an organizational commitment to improving community health.
- **Community prioritizes the issue over other issues:** The health need emerged as a priority during the CHNA process.
- **Existing attention/resources dedicated to the issue:** Opportunity to collaborate with existing community partnerships working to address the need, or to build on current programs, emerging opportunities, or other community assets.
- **Effective and feasible interventions exist:** There are effective or promising strategies, preferably evidence-based, that could be applied to address the need.

The health needs prioritized in the CHNA were examined to identify a smaller set of health needs that KFH Modesto would address in its Implementation Strategy. The robust set of criteria listed above were used to determine the health needs on which KFH Modesto could have the greatest impact and to justify the needs that the service area chose not to address.

The criteria were applied to the health needs during a meeting of the Manteca/Modesto Kaiser Foundation Hospitals/Health Plan Leadership Team. At this meeting, 16 Leadership Team participants broke into small groups, reviewed the CHNA prioritized health needs and corresponding data, and assigned points to the health needs based on the criteria above. Leadership Team members applied the criteria based on their experience working and/or living in the KFH Modesto Service Area, knowledge of health assets and deficits in the service area, experience serving community residents, and vision for Kaiser Permanente's role in promoting healthy communities

A scale of zero to two points was used for criteria external to Kaiser Permanente (high CHNA data score and high priority in the CHNA overall ranking, existing/promising approaches to address the need), with two points assigned to health needs meeting the criteria well, one point for health needs somewhat meeting the criteria, and zero points for health needs not meeting the criteria. Criteria that describe Kaiser Permanente's specific expertise and ability to leverage internal and community assets or resources were scored as follows: four points assigned to health needs meeting the criteria well, two points for health needs somewhat meeting the criteria, and zero points for health needs not meeting the criteria.

Meeting participants broke into small groups, reviewed the CHNA prioritized health needs and assigned points to the health needs based on the criteria above. Small group scores were averaged to obtain final scores for each health need and the four highest scoring health needs were selected to address.

## B. Health needs that KFH Modesto plans to address

- **Access to Care:** Access to high quality, culturally competent, affordable healthcare and health services are essential to the prevention and treatment of morbidities and increase quality of life, especially for the most vulnerable. In the KFH Modesto Service Area, residents are more likely to be enrolled in Medicaid or other public insurance, which is a factor related to overall poverty rates. Latino and residents identifying as “Other” are most likely to be uninsured. The CHNA primary data revealed that immigration status as well as insufficient insurance impact access to care; lack of transportation and too few providers, particularly specialty care, mental health and dental services, were also discussed by key informants and in the focus groups. Access to care received the third highest number of points during scoring to select the health needs to address as KP can leverage significant organizational assets for this need, particularly charitable health coverage and medical financial assistance as well as participation in Medical Managed Care.
- **Mental Health:** Mental health and well-being is essential to living a meaningful and productive life. Mental health and well-being provide people with the necessary skills to cope with and move on from daily stressors and life’s difficulties, allowing for improved personal wellness, meaningful social relationships, and contributions to communities or society. There are more days of poor mental health among residents in the KFH Modesto Service Area compared to the state. Suicide deaths are also higher among non-Hispanic Whites. During the CHNA, community residents and key informants described limited access to providers and services, while linking poor mental health to low incomes, substance abuse, and homelessness. Mental Health was identified during the CHNA as one of the highest priority needs and received the fourth highest number of points during the scoring process to select the health needs to address.
- **Economic Security:** Economic security and stability lays the foundation for good health. Having adequate income and financial resources facilitates access to education, healthcare, healthy foods, safe housing, and other necessities and services that are requisite for overall wellbeing. Economic security contributes to good health. It facilitates access to healthcare services, healthy eating, and other factors that play a role in overall wellbeing. KFH Modesto Service Area benchmarks poorly compared to the state on many economic security indicators and there are a significant number of ethnic/racial disparities within the county. Black, Native American/Alaska Native and Latino populations are among those most impacted by poverty. Homelessness, lack of employment, poor recovery post-recession, food insecurity and substance abuse are connected with economic security and were mentioned as important issues by the CHNA key informants and focus group participants. Economic Security was identified during the CHNA as a medium priority need in the CHNA and received the second highest number of points during the scoring process used to select the health needs to address. As one of the service area’s larger employers and organizations, Kaiser Permanente has the ability to leverage organizational business practices and workforce development initiatives to address this need.
- **Obesity/HEAL/Diabetes:** A lifestyle that includes eating healthy and physical activity improves overall health, mental health, and cardiovascular health, thus reducing costly and life-threatening health outcomes such as obesity and diabetes. Obesity rates and diabetes prevalence were higher in the KFH Modesto Service Area as compared to the state. Physical

inactivity is higher in the KFH Modesto Service Area compared to the state, and disparities are higher among Latinos and Blacks. Poverty and lack of access to healthy food and safe places for physical activity were frequently mentioned as barriers in CHNA primary data and confirmed by secondary data. Obesity/HEAL/Diabetes was identified as one of the highest priority needs in the CHNA and received the highest number of points during the scoring process used to select the health needs to address, in part due to Kaiser Permanente’s deep experience, expertise and organizational assets that can be mobilized to address this need.

## VIII. KFH Modesto’s Implementation Strategies

### A. About Kaiser Permanente’s Implementation Strategies

As part of the Kaiser Permanente integrated health system, KFH Modesto has a long history of working internally with Kaiser Foundation Health Plan, The 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
- Are informed by evidence
- 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

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

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

### B. 2019 Implementation Strategies by selected health need

*Health need #1: Access to care*

Long term goal	All community members have access to high quality, culturally and linguistically appropriate health care services in coordinated delivery systems.
Intermediate	<ul style="list-style-type: none"> <li>● Increase access to comprehensive health care coverage for low income individuals.</li> </ul>

goal(s)	<ul style="list-style-type: none"> <li>• Increase access to subsidized care for those facing financial barriers to health care.</li> <li>• Increase access to social non-medical services for low income and vulnerable populations.</li> <li>• Increase access to a diverse, culturally competent health care workforce.</li> <li>• Improve the capacity of health care systems to provide quality health care services.</li> </ul>
Strategies	<ul style="list-style-type: none"> <li>• Deploy KP resources to provide high-quality medical care to Medi-Cal participants who would otherwise struggle to access care.</li> <li>• Deploy KP resources to provide access and comprehensive health care to low-income individuals and families without access to public or private health coverage.</li> <li>• Deploy KP resources to provide financial assistance to low-income individuals who receive care at KP facilities and can't afford medical expenses and/or cost sharing.</li> <li>• Support screening for social non-medical service needs and connect low-income individuals and families to community and government resources.</li> <li>• Implement health care workforce pipeline programs to introduce diverse, underrepresented school age youth and college students to health careers.</li> <li>• Implement health care workforce pipeline programs to introduce diverse, underrepresented school age youth and college students to health careers.</li> <li>• Support development and implementation of programs and policies that improve access to quality health care for low income populations.</li> </ul>
Expected outcomes	<ul style="list-style-type: none"> <li>• Low income populations have improved access to comprehensive health care coverage.</li> <li>• Low income and underserved populations access subsidized care to meet their health needs.</li> <li>• Low income and vulnerable populations have improved access to social non-medical services.</li> <li>• Health care workforce reflects the cultural diversity of the service area population.</li> <li>• Policies and programs in place that improve the capacity of health care systems to provide quality services to low income populations.</li> </ul>

*Health need #2: Mental Health*

Long term goal	All community members experience social emotional health and wellbeing and have access to high quality behavioral health care services when needed.
Intermediate goal(s)	<ul style="list-style-type: none"> <li>• Increase capacity of organizations and institutions to provide trauma-informed services and programs.</li> <li>• Enhance community supports to mitigate impact of ACEs.</li> <li>• Increase access to behavioral health care services for low-income and vulnerable populations.</li> <li>• Develop a diverse, well trained behavioral health care workforce that provides culturally competent care.</li> </ul>

	<ul style="list-style-type: none"> <li>• Prevent and reduce misuse of drugs and alcohol.</li> </ul>
Strategies	<ul style="list-style-type: none"> <li>• Train school staff on responding to youth experiencing trauma and support schools/districts/SBHCs to infuse resilience strategies into the school day.</li> <li>• Expand screening services, counseling and support groups for students experiencing trauma or with documented ACEs.</li> <li>• Support FQHCs to expand current or initiate new services and programs addressing and preventing use of drugs, tobacco and alcohol.</li> <li>• Deploy KP resources to provide access to mental health services for Medi-Cal participants and low-income individuals and families without access to public or private health coverage who would otherwise struggle to access mental health care.</li> <li>• Implement the Public Good Projects' Action Minded campaign, a digital community health intervention using education, social engagement and multi-media tools to engage the general public, issue-advocates and community partners, and KP employees as partners in reducing stigma towards mental health conditions.</li> <li>• Provide workforce training programs to train current and future mental health practitioners with the skills and linguistic and cultural competence to meet the health care needs of diverse communities.</li> </ul>
Expected outcomes	<ul style="list-style-type: none"> <li>• Capacity of organizations/institutions to provide trauma-informed services and programs increased.</li> <li>• Community supports to mitigate impact of ACEs enhanced.</li> <li>• Behavioral health care services more accessible for low-income and vulnerable populations.</li> <li>• Misuse of drugs and alcohol reduced.</li> <li>• Systems in place to develop a diverse, well trained behavioral health care workforce that provides culturally competent care.</li> </ul>

*Health need #3: Economic Security*

Long term goal	All community members are economically secure in order to thrive.
Intermediate goal(s)	<ul style="list-style-type: none"> <li>• Increase enrollment and participation in public benefit programs.</li> <li>• Improve job readiness for people with barriers to employment.</li> <li>• Increase connections to supportive services for individuals experiencing homelessness.</li> <li>• Increase and enhance transitional housing and shelter availability.</li> <li>• Support exposure to career paths for underserved and underrepresented youth.</li> </ul>
Strategies	<ul style="list-style-type: none"> <li>• Increase baseline spend for local and diverse businesses</li> <li>• Support outreach and enrollment campaigns to increase CalFresh enrollment for eligible community members.</li> </ul>

	<ul style="list-style-type: none"> <li>• Support job readiness training and programs for very low income, homeless and previously incarcerated adults and youth.</li> <li>• Funding to strengthen local homeless system of care through the Housing and Health Initiative.</li> <li>• Enhance community organization capacity to provide comprehensive and integrated support services for individuals experiencing/at risk of homelessness.</li> <li>• Implement health care workforce pipeline programs to introduce diverse, underrepresented school age youth and college students to health careers.</li> </ul>
Expected outcomes	<ul style="list-style-type: none"> <li>• Enrollment and participation in public benefit programs increased.</li> <li>• Individuals with employment barriers are better prepared to enter the work force.</li> <li>• Individuals experiencing/at risk for homelessness have increased access to supportive services.</li> <li>• Transitional and temporary housing access improved.</li> <li>• Underserved and underrepresented youth have increased awareness of health career paths.</li> </ul>

*Health need #4: Obesity/HEAL/Diabetes*

Long term goal	All community members eat better and move more as part of daily life.
Intermediate goal(s)	<ul style="list-style-type: none"> <li>• Reduce food insecurity among low-income families and individuals.</li> <li>• Improve access to healthy food in communities.</li> <li>• Improve access to healthy food in schools.</li> <li>• Increased access to safe parks and public spaces.</li> <li>• Increase opportunities for physical activity in schools.</li> </ul>
Strategies	<ul style="list-style-type: none"> <li>• Support food distribution organizations to expand amount of food provided as well as locations for distribution.</li> <li>• Support outreach and enrollment campaigns to increase CalFresh enrollment for eligible community members.</li> <li>• Support fresh produce access at school sites for students and families, complemented by healthy eating/cooking education.</li> <li>• Support park activation in selected neighborhoods to increase park safety and encourage increased use.</li> <li>• Support schools/after school programs to increase student participation in physical activities.</li> </ul>
Expected outcomes	<ul style="list-style-type: none"> <li>• Low-income families and individuals have improved food security.</li> <li>• Community food distribution sites enhance access to healthy food.</li> <li>• Schools provide access to fresh produce.</li> <li>• Low income community residents have increased access to and increased utilization of safe, appealing parks.</li> </ul>



- Expanded physical activity opportunities during the school day/afterschool programs.

### C. Our commitment to Community Health

At Kaiser Permanente, our scale and permanence in communities mean we have the resources and relationships to make a real impact, and wherever possible, our regions and facilities collaborate with each other and with key institutions in our communities, such as schools, health departments, and city/county governments to create greater impact. The CHNA/IS process also presents the opportunity to reinforce and scale national strategies to address health needs that impact all of our communities, even if those health needs are not prioritized locally. The following strategies illustrate the types of organizational business practices we implement to address health needs and contribute to community health and well-being:

- **Reduce our negative environmental impacts and contribute to health at every opportunity.** We have optimized the ways in which we manage our buildings; purchase food, medical supplies and equipment; serve our members; consume energy; and process waste. The following strategies illustrate several of our practices that enable us to operate effectively while creating a healthier environment for everyone. Our Environmentally Preferable Purchasing Standard prioritizes the procurement of products with fewer chemicals of concern and less resource intensity, thus encouraging suppliers to increase the availability of healthier products. We are building renewable energy programs into our operations, with plans to be carbon neutral in 2020. We recognize that mitigating the impacts of climate change and pollution is a collective effort, and we are therefore proud to work with like-minded organizations and individuals, including the United Nations, Health Care Without Harm, government entities, as well as other influencers that advocate for environmental stewardship in the healthcare industry and beyond.
- **Deploy research expertise to conduct, publish, and disseminate epidemiological and health services research.** 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.
- **Implement healthy food policies to address obesity/overweight,** such as purchasing sustainable, locally produced fruits and vegetables; supporting local restaurants and caterers that meet KP's Healthy Picks and to make more available healthier food options in our communities; and supporting vendors that hire under/unemployed residents (with living wages and benefits) in the food production/distribution process. We also partner with school districts and city governments to support them in adopting and implementing healthy food procurement policies.

- **Contribute toward workforce development, supplier diversity, and affordable housing to address economic security.** We support supplier diversity 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; partnering with community-based workforce development programs to support a pipeline for diverse suppliers; and building the capacity of local small businesses through training on business fundamentals. We also seek to reduce homelessness and increase the supply of affordable housing by strengthening systems to end homelessness and shaping policies to preserve and stimulate the supply of affordable housing.

## IX. Evaluation plans

Kaiser Permanente has a comprehensive measurement strategy for Community Health. Our vision at Kaiser Permanente is for our communities to be the healthiest in the nation. To that end, we are committed to pursuing a deep and rigorous understanding of the impact of our community health efforts. We monitor the health status of our communities and track the impact of our many initiatives on an ongoing basis. And we use our measurement and evaluation data, and information gathered through our Community Health Needs Assessments, to improve the effectiveness of our work and demonstrate our impact. The Community Health Needs Assessments can help inform our comprehensive community health strategy and can help highlight areas where a particular focus is needed and support discussions about strategies aimed at addressing those health needs.

In addition, KFH Modesto will monitor and evaluate the strategies listed above for the purpose of tracking the implementation and documenting the impact of those strategies in addressing selected CHNA health needs. Tracking metrics for each prioritized health need include the number of grants made, the number of dollars spent, the number of people reached/served, collaborations and partnerships, and metrics specific to KFH leveraged assets. In addition, KFH Modesto tracks outcomes, including behavior and health outcomes, as appropriate and where available.

## X. Health needs KFH Modesto does not intend to address

- **Substance Abuse/Tobacco:** Substance abuse/tobacco received the second lowest number of points during the scoring process to select the health needs to address. This need will be addressed in part by strategies conducted under Mental Health.
- **Cancers:** Cancers were categorized as a medium priority during the multi voting process conducted to prioritize health needs during the CHNA. Cancer prevention is addressed in part through Kaiser Permanente's strategies under Obesity/HEAL/Diabetes and Access to Care.
- **Violence/Injury Prevention:** Violence/injury prevention was categorized as a medium priority during the CHNA, and received the fewest points during the scoring process to select needs to address. This need will be addressed in part by strategies conducted under Mental Health.
- **Oral Health:** This health need was identified as a lower priority during the CHNA. KFH Modesto does not offer dental services and does not have oral health expertise in house.
- **Cardiovascular Disease/Stroke:** CVD/Stroke was infrequently mentioned as a high priority in the primary data collected for the CHNA. CVD/Stroke prevention will be addressed through many Obesity/HEAL/Diabetes and Access to Care strategies. In addition, KFH Modesto and

other area hospitals conduct ongoing CVD/Stroke prevention, education and screening as part of their clinical and outreach activities.

- **Climate and Health:** Climate and health was identified as a lower priority during the CHNA, scoring lowest of all health needs in the CHNA analysis based on secondary data (in terms of severity, disparities) and qualitative data from focus groups and interviews.
- **Asthma:** This health need was identified as a lower priority during the CHNA. While KFH Modesto addresses asthma in the clinical setting, there are limited organizational assets to leverage to address asthma in the broader community.