



2016 Implementation Strategy Report for Community Health Needs

Kaiser Foundation Hospital Baldwin Park
License #930000920

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 – Baldwin Park

License #930000920
1011 Baldwin Park Boulevard
Baldwin Park, CA 91706

I. General Information

Contact Person:	Reyna Del Haro, Director of Public Affairs and Brand Communications	
Date of Written Plan:	December 9, 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.

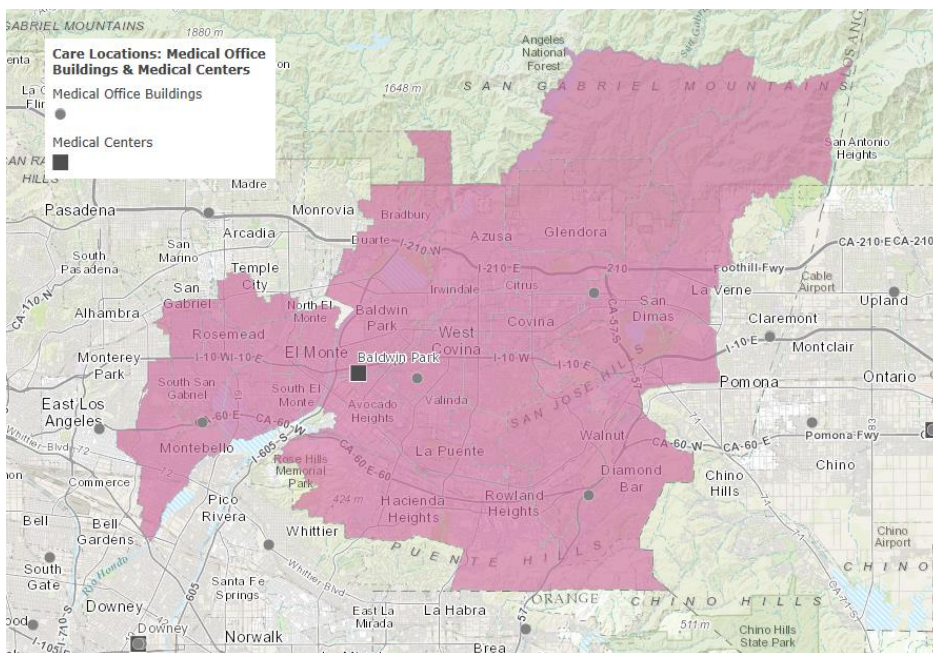
III. About Kaiser Permanente Community Benefit

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 Hospitals –Baldwin Park Service Area



The table below illustrates the KFH-Baldwin Park service area by city/community, ZIP Code, and Service Planning Area (SPA), one of eight regions Los Angeles County uses to plan and manage county health services. The service area is situated in the eastern geography of Los Angeles County with 21 cities and includes distinct physical characteristics such as the Angeles National Forest to the north and numerous urban areas.

City/Community	ZIP Code	Service Planning Area (SPA)
Azusa, Irwindale	91702	SPA 3–San Gabriel Valley
Baldwin Park, Irwindale	91706	SPA 3–San Gabriel Valley
Covina	91722, 91723, 91724	SPA 3–San Gabriel Valley
Diamond Bar, Pomona	91765	SPA 3–San Gabriel Valley
Duarte	91008, 91010	SPA 3–San Gabriel Valley
El Monte (including City of Industry)	91731, 91732	SPA 3–San Gabriel Valley
Glendora	91740, 91741	SPA 3–San Gabriel Valley
Hacienda Heights (including City of Industry, La Puente)	91745	SPA 3–San Gabriel Valley
La Puente (including Bassett, City of Industry)	91744, 91746	SPA 3–San Gabriel Valley
La Verne	91750	SPA 3–San Gabriel Valley
Montebello	90640	SPA 7–East
Monterey Park	91755	SPA 3–San Gabriel Valley
Pomona	91768	SPA 3–San Gabriel Valley
Rosemead	91770	SPA 3–San Gabriel Valley
Rowland Heights (including City of Industry, La Puente)	91748	SPA 3–San Gabriel Valley
San Dimas	91773	SPA 3–San Gabriel Valley
San Gabriel	91776	SPA 3–San Gabriel Valley
South El Monte	91733	SPA 3–San Gabriel Valley
Temple City	91780	SPA 3–San Gabriel Valley
Walnut (including City of Industry)	91789	SPA 3–San Gabriel Valley
West Covina	91790, 91791, 91792	SPA 3–San Gabriel Valley

KFH-Baldwin Park Demographic Data*	
Total Population	1,190,178
Race	
White	45%
Black	2%
Asian	27%
Native American/ Alaskan Native	1%
Pacific Islander/Native Hawaiian	<1%
Other Race	21%
Multiple Races	3%
Ethnicity	
Hispanic/Latino	53%
Non-Hispanic	47%

KFH-Baldwin Park Socio-economic Data*	
Living in Poverty (<200% FPL)	38%
Children in Poverty	20%
Unemployment Rate	9%
Uninsured	20%
No High School Diploma	25%

*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 each of the applicable requirements set forth in final regulations released in December 2014. This implementation strategy describes KFH-Baldwin Park's planned response to the needs identified through the 2016 Community Health Needs Assessment (CHNA) process. For information about KFH-Baldwin Park'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 illustrates the health needs identified for KFH-Baldwin Park's service area in order of priority as assigned through the 2016 Community Health Needs Assessment (CHNA) process. Drawing from the County Health Rankings Model framework¹ developed by the University of Wisconsin-Madison Population Health Institute, health issues were identified as either *health drivers* (social determinants of health) or *health outcomes* (indicators of morbidity and mortality). Together, *health drivers* and *health outcomes* are referred to as *health needs* in the CHNA and below. Health needs and health drivers were given equal consideration in the Implementation Strategy development process outlined in the next section.

	Prioritized Health Needs	
1.	Diabetes	Outcome
2.	Overweight and obesity	Outcome
3.	Economic security	Driver
4.	Mental health	Outcome
5.	Access to health care	Driver
6.	Healthy behaviors	Driver
7.	Cultural and linguistic barriers	Driver
8.	Housing	Driver
9.	Alcohol abuse, substance abuse, and tobacco use	Outcome
10.	Preventive health care	Driver
11.	Cancer	Outcome
12.	Cardiovascular disease	Outcome
13.	Physical environment	Driver
14.	Violence and injury prevention	Driver
15.	Oral health	Outcome
16.	Respiratory disease	Outcome
17.	Hypertension	Outcome
18.	Alzheimer's disease	Outcome
19.	Access to healthy foods	Driver

¹ County Health Rankings Model developed by the University of Wisconsin-Madison Population Health Institute: <http://www.countyhealthrankings.org/our-approach>.

VII. Who was Involved in the Implementation Strategy Development

The implementation strategy was developed through a process that involved the KFH-Baldwin Park hospital operational leadership and community partners. The core planning team consisted of the KHF Baldwin Park service area's Operations Leadership Team (OLT), comprised of stakeholders representing both Kaiser Foundation Hospital/Health Plan and the Southern California Permanente Medical Group (SCPMG) and included:

- ◆ Phyllis Anderson, Assistant Medical Center Administrator (AMCA)
- ◆ Dr. Ramin Davidoff, Assistant Area Medical Director (AAMD)
- ◆ Maggie Pierce, SVP/Area Manager
- ◆ Michelle R. Nowicki, Chief Operating Officer (COO)
- ◆ Rebecca Wheeler, Chief Financial Officer (CFO)
- ◆ Reyna Del Haro, Director of Public Affairs & Brand Communications
- ◆ Mildred M. Lopez, Community Benefit Health Manager

a. Partner Organizations

The following partner organizations were invited to provide their input on and insights into the implementation strategies outlined in this report. These partner organizations were invited because of their deep knowledge of the culturally and linguistically diverse resident population of the KFH-Baldwin Park service area and their experience working to address issues pertaining to the selected health needs including: nutrition and healthy food access; physical activity; mental and behavioral health; access to care; and, the broader economic security of service area communities. These partner organizations were able to provide multiple perspectives on strategic partnerships and effective programs that currently address the health needs selected by KFH-Baldwin Park.

- ◆ American Heart Association
- ◆ Baldwin Park United Methodist Church
- ◆ CA Mental Health Connection
- ◆ Citrus Valley Health Partners
- ◆ Eco Urban Gardens
- ◆ Every Child's Healthy Option (ECHO) Program
- ◆ Health Consortium of the Greater San Gabriel Valley
- ◆ L.A. Voice, Saint John the Baptist Church
- ◆ Los Angeles County Department of Public Health
- ◆ Los Angeles County Office of Education Health Outreach Programs
- ◆ New Horizons Caregivers Group
- ◆ Recreation and Community Services, City of Baldwin Park
- ◆ Rowland Unified School District
- ◆ Think Together
- ◆ Tzu Chi Medical Foundation

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.

In early November, KFH-Baldwin Park convened 17 community stakeholders from the list of partner organizations outlined above to review the CHNA and Implementation Strategy process. At this convening, the Center for Nonprofit Management (CNM) presented key indicators for each selected health need as well as implementation strategies selected for each health need. Participating community stakeholders had the opportunity to provide their feedback and recommendations with respect to existing programs, partnerships, and collaborations that could be leveraged to address the implementation strategies selected.

More specifically, the focus group shared information about existing community-based, culturally responsive programs that: engage and educate families about healthy eating practices; raise awareness of substance abuse, mental health issues, cardiovascular disease and diabetes risk; encourage physical activity; and, promote WIC and CalFresh enrollment. Additionally, focus group participants discussed current initiatives to better integrate and coordinate care across district hospitals and pharmacies and among behavioral and physical health care providers. Participants highlighted existing programs that have made significant gains in providing culturally responsive care and patient navigation support to the many ethnic communities residing in the service area.

As a result of the focus group, KFH-Baldwin Park was able to identify potential partner organizations that are aligned with the implementation strategies outlined in this report. Additionally, the focus group participants asked KFH-Baldwin Park to announce all funding recipients to create more opportunities for patient referral to new or expanded services, and to foster ongoing strategic partnerships in the community.

DATA COLLECTION METHOD	TYPE	PARTICIPANTS			
		Total number of participants	Number of residents	Number of organizational reps	Number of county reps
Meeting, focus group, interview, survey, written correspondence, etc.	Respondent's title/role and organization or focus group name				
Stakeholder strategy discussion	Baldwin Park United Methodist Church	17	0	15	2
	COO & Executive Vice President, Tzu Chi Medical Foundation				
	Coordinator, Every Child's Healthy Option Program				
	Coordinator, Health Consortium of the Greater San Gabriel Valley				
	Coordinator, Los Angeles County Office of Education Health Outreach Programs				
	Director of Community Benefit, Citrus Valley Health Partners				
	Director of Corporate & Foundation Relations, Think Together				
	Executive Director, CA Mental Health Connection				
	Executive Director, New Horizons Caregivers Group				
	Farm Program Coordinator, Echo Urban Gardens				
	Multicultural Initiatives Director, American Heart Association				
	Nurse Practitioner, Rowland Unified School District				
	Program Director, New Horizons Caregivers Group				
	Program Supervisor, Recreation and Community Services, City of Baldwin Park				
	Psychotherapist, CA Mental Health Connection				
Public Health Nurse Supervisor, Los Angeles County Department of Public Health					
Volunteer, L.A. Voice, Saint John the Baptist Church					

c. Consultant Used

The Center for Nonprofit Management (CNM), established in 1979, is the Southern California source for management education, training, and consulting within the nonprofit community. From core management fundamentals to in-depth consulting in planning, organizational effectiveness and evaluation, executive coaching and other services, CNM enables individuals to become better leaders of more effective organizations. The CNM team has been involved with CHNAs for hospitals throughout Los Angeles County and Southern California for over 12 years. The CNM team conducted the 2004, 2007, and 2010 assessments for the Metro Hospital Collaborative (California Hospital Medical Center, Children’s Hospital Los Angeles, Good Samaritan Hospital, Kaiser Foundation Hospital Los Angeles, Queens Care, and St. Vincent Medical Center). CNM conducted the 2013 CHNAs for three Kaiser Foundation hospitals and one non-Kaiser Foundation hospital in the greater Los Angeles area, three Glendale hospitals, and the 2013 Metro Hospital Collaborative (California Hospital Medical Center, Good Samaritan Hospital and St. Vincent Medical Center), and assisted an additional two Kaiser Foundation Hospitals (Panorama City and San Diego) in Community Benefit Implementation Strategy planning based on the needs assessments. In 2016, CNM produced CHNAs for two Kaiser Foundation Hospitals (Baldwin Park and West LA) and is working on the Implementation Strategy for both medical centers; CNM also accomplished CHNAs for Citrus Valley Health Partners, the Glendale and Metro Hospital collaboratives.

VIII. Health Needs that KFH-Baldwin Park Plans to Address

a. Process and Criteria Used

A series of meetings took place with the core planning team as described in section VII, to examine and identify the health needs KFH-Baldwin Park will focus on for its 2017-2019 implementation strategy period. Early in the process, the core planning team voted to focus the planning conversation on the top 10 needs as prioritized by the community. Health need data and background packets were prepared for review and discussion to further the collective understanding of each of the 10 health needs in the community.

To facilitate a decision-making process on the health needs KFH-Baldwin Park will focus on, the Center for Nonprofit Management worked closely with the Community Benefit Manager to apply a set of criteria (magnitude, severity, disparities, KP assets and ability to leverage; see table below) to each health need and to prepare preliminary scores for each health need based on these criteria. As needed, prior to the working session additional data were collected to support evaluation of each health need according to magnitude, severity, disparities, KP assets and ability to leverage.

Criteria	Definition
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.
KP assets	KP 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

Criteria	Definition
	address the health need, or to build on current programs, emerging opportunities, or other community assets.

The criteria were divided into two categories: ‘need’ and ‘feasibility’ (see table below). All 10 health needs were rated on a scale of 1-5 for each criterion; therefore, a total ‘need’ score of 15 and a total ‘feasibility’ score of 10 was possible.

Need Criteria	Feasibility Criteria
1. Magnitude 2. Severity 3. Disparities	4. KP Assets 5. Ability to Leverage

Once each health need was rated, the health needs were charted on a grid illustrating the community ranking, need score and feasibility score of each (see below). ‘High need’ was defined as a need score of 10-15; ‘medium need’ was defined as a need score of 5-10; ‘high feasibility’ was defined as a feasibility score of 8-10, and ‘medium feasibility’ was defined as a feasibility score of 3-7.

**KFH – Baldwin Park
2016 CHNA Implementation Strategy Process Grid**

<u>Med Need/High Feasibility</u>				<u>High Need/High Feasibility</u>			
Obesity/Overweight	C2	N9	F9	Diabetes	C1	N15	F8
Healthy Behaviors	C6	N6	F10				
Preventive Health Care	C10	N6	F9				
<u>Med Need/Med Feasibility</u>				<u>High Need/Med Feasibility</u>			
Alcohol Abuse, Substance Abuse, Tobacco Use	C9	N9	F6				
Access to Health Care	C5	N7	F7				
Cultural and Linguistic Barriers	C7	N7	F7	Mental Health	C4	N12	F4
Economic Security	C3	N6	F7	Housing	C8	N8	F3

KEY:
C=community prioritization score, N=need rating (magnitude, severity and disparity), F=feasibility rating (KP assets, ability to leverage with community partners)

Through consideration of need and feasibility combined with community ranking and desire to leverage existing KFH-Baldwin Park assets and community programs, the KFH-Baldwin Park core planning team narrowed down the original list of 10 health needs to four. Through discussion it became apparent that in many cases it was possible to account for some health needs by incorporating elements of them into broader health needs (e.g. Housing Insecurity is addressed by Economic Security strategies; Substance

Abuse is addressed by a Mental and Behavioral Health strategy). This process resulted in the selection of the following four health needs, in order of priority:

1. Obesity/HEAL/Diabetes
2. Access to Care
3. Mental and Behavioral Health
4. Economic Security

b. Health Needs that KFH-Baldwin Park Plans to Address

1. Obesity/HEAL/Diabetes

Obesity/HEAL/Diabetes is a combination of Diabetes, Obesity/Overweight, and Healthy Behaviors or HEAL (healthy eating, active living). Obesity/HEAL/Diabetes was chosen as a health need through the Implementation Strategy planning process because of the magnitude and severity of obesity and diabetes in the service area, and the observed high rates of food insecurity that indicate the difficulty many residents face in accessing healthy food. Nearly one in four (25.7%) adults (18 years or older) and one in five (19.0%) youth (ages 2 to 11 years) are obese in the KFH-Baldwin Park service area. Nearly one in eight (12.0%) residents in the service area has been diagnosed with diabetes, and the uncontrolled diabetes hospitalization rate in the service area is almost five times that of the state of California (13.5 per 100,000 vs. 2.8 per 100,000). Finally, more than one third (34.1%) of the Latino population in the service area and one third (38.9%) of the population with less than a high school education are food insecure. Obesity/HEAL/Diabetes was chosen as a health need because of the high community ranking and because access to healthy food, increased levels of physical activity, and greater support for communities adopting healthy behaviors are areas of focus for KFH-Baldwin Park. KFH-Baldwin Park has many existing partnerships and initiatives that can be leveraged to support healthy, active lifestyles in the service area.

2. Access to Care

Access to care is defined as access to high quality, affordable, holistic and culturally responsive care. This health need incorporates elements of Preventive Health Care. One in five residents in the Baldwin Park service area (20.2%) are uninsured, and one in ten (10.0%) have had difficulty accessing a medical specialist. Over one third (39.0%) of foreign-born Latinos in the service area have had difficulty accessing medical care. High uninsurance rates and difficulty accessing medical care speak to a need for more linguistically and culturally responsive providers as well as improved patient referral infrastructure including the co-location of specialty care providers. The rate of preventable hospitalizations in the service area (100.4 per 10,000 population) is 9% higher than the rate in Los Angeles County (92.2 per 10,000 population). This again speaks to the need to extend insurance coverage in the service area. Access to Care was selected as a health need because of the high community rating, the severity of the issue in the service area, the breadth of existing community programs working to expand culturally responsive health care and because of the capacity of KFH-Baldwin Park as part of the Kaiser Health System to extend subsidized health insurance coverage to underserved populations.

3. Mental and Behavioral Health

Mental and Behavioral Health is a combination of Mental Health and Alcohol Abuse, Substance Abuse and Tobacco Use. Mental health refers not only to the absence of negative mental health states (anxiety, depression, mental illness) but also the presence of positive mental health states (self-worth, satisfaction, effective emotional regulation, etc.). There is a great need to address mental health in the service area, particularly for young people: the youth mental health hospitalization rate in the KFH-Baldwin Park service area is 1.5 times higher than the rate in the state of California (451.6 vs. 294.8 per 100,000 population). Moreover, more than one in five teens in the service area (22.8%) is at risk for depression. Core planning team members explained that culturally-based social stigma around receiving mental health care is a principal issue impacting the service area. For this reason, KFH-Baldwin Park selected Mental and

Behavioral Health as a health need, and aims to continue to support existing programs and resources that raise mental health awareness on high school campuses and introduce trauma-informed approaches into youth development programs.

4. Economic Security

Economic security is defined as having stable access to employment, educational and housing opportunities and other factors that influence health, including food insecurity and access to affordable fresh food. In the KFH-Baldwin Park service area, approximately one in seven residents (14.3%) is living below 100% of the federal poverty level. More specifically, one in five (20.5%) children is living below 100% of the poverty level. While these rates are on par with the state of California (16.4% and 22.7%, specifically), they indicate that large portions of the resident population very likely face difficulty in accessing health care, healthy food and secure housing. Economic insecurity in the service area is exacerbated by the comparatively low education levels of the resident population: about one in four (24.4%) of adult residents have less than a high school education compared to less than one in five residents of the state of California. Core planning team members expressed that one of the greatest concerns in the service area is the housing instability and homelessness that results from high poverty rates. For this reason, KFH-Baldwin Park seeks to promote supportive services including outreach efforts that improve access to information about affordable and transitional housing for displaced and homeless families. In addition, KFH-Baldwin Park seeks to support educational initiatives including programs that expose young people to health professions careers, tutoring and mentoring programs, and parent education.

IX. KFH-Baldwin Park's Implementation Strategies

As part of the Kaiser Permanente integrated health system, KFH-Baldwin Park 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.
- ✓ 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.

The following represents the goals, strategies and expected outcomes for each of the health needs KFH-Baldwin Park plans to address for the 2017-2019 Implementation Strategy (IS) timeline. KFH-Baldwin Park 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-Baldwin Park 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 under the chapter: Implementation Strategy Evaluation of Impact.

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

CNM engaged with KFH-Baldwin Park's Medical Center Leadership Team (MCLT) as well as their Implementation Strategy Executive Team (ISET) to develop the implementation strategies. These stakeholders were engaged in three meetings to discuss the findings from the CHNA and the extent to which KFH-Baldwin Park could address the needs that emerged from the CHNA.

Obesity/HEAL/Diabetes

KFH-Baldwin Park'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. A large sub-set of these strategies are aligned with the Los Angeles County Community Health Improvement Plan (CHIP) and will enable greater collaboration with public health and community health partners in addressing this health need.

- Support new and improved policies and programs that support active transportation and physical activity (e.g. safe pedestrian bicycle routes and violence prevention initiatives that create safe schools and communities).
- Support programs and policies that prioritize underserved neighborhoods for park investments and encourage communities to use parks to their full potential.
- Support local governments, schools and/or community based organizations to provide healthy food options (including accessible drinking water) and to adopt healthy food policies, including procurement practices.
- Support local governments, schools and/or community- based organizations to enroll community members into available food programs, most importantly CalFresh and the Supplemental Food Program for Women, Infants, and Children (WIC); Promote use of CalFresh and WIC benefits at farmer's markets for purchasing fresh fruits and vegetables. KFH-Baldwin Park partners with Southland Farmer's Market Association in holding a farmer's market every Friday on the medical center campus. The Farmer's Market is available to the broad community (including patients and staff). This partnership enables the use of CalFresh and WIC benefits for the purchase of fresh fruits and vegetables as healthy food choices. KFH-Baldwin Park partners with Baldwin Park and West Covina Unified School Districts in implementing the Garden Gourmets program for low-income fourth grade students at nine (9) participating elementary schools. Students are taught to harvest their own vegetables and fresh herbs and encouraged to make healthy choices when purchasing food from local vendors. In addition, the hands on activities in the gardens (KP Baldwin Park Community Garden and Hurst Ranch in West Covina) and use of healthy recipes directly align with their science and health curriculums implemented in the classroom.
- Support multi-level, multi component initiatives in school settings to produce significant and measurable impact on the health of students, staff and teachers in K-12 schools within communities. An example for this strategy is the Thriving Schools Initiative, a community-based partnership 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 evidence-based health promotion programs that teach self-management and empowerment techniques for chronic disease (obesity, diabetes, and/or heart disease) management and prevention.

- 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.
- Leverage KP assets to drive community health, including healthy eating and active living and champion organizational practice changes within KP that promote health.

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

- Adoption and implementation of policies and programs that increase availability and enable access to healthy food (including fresh produce and safe drinking water) and/or physical activity.
- Reduced availability and marketing of unhealthy foods and beverages, including sugar-sweetened beverages.
- Increased enrollment and use of federal food programs.
- Improved capacity, readiness and effectiveness of community-based organizations, community leaders and residents to collaborate and to promote policy, system and environmental change.
- Improved patient assessment and care for chronic conditions (obesity, diabetes, and/or heart disease) and social non-medical needs by healthcare providers.

Access to Care

KFH-Baldwin Park'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.
- Enhance individuals' utilization of the community based health delivery system.
- Improve the capacity of healthcare systems to provide high quality healthcare 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. A large sub-set of these strategies are aligned with the Los Angeles County Community Health Improvement Plan (CHIP) and will enable greater collaboration with public health and community health partners in addressing this health need.

- Support targeted outreach, enrollment, and retention efforts to increase access to health care coverage, particularly among communities of color and immigrant populations, where disparities in both access to care and health care coverage is greatest.
- Support the provision of high quality healthcare (including preventive services and specialty care) for underserved populations. KFH – Baldwin Park aims to address access to care by a) partnering with the East Valley Community Health Center (EVCHC) through the KP Care Night program, where once a month, KFH-Baldwin Park physicians and nurse practitioners provide no-cost primary care services to uninsured and underinsured residents of the San Gabriel Valley, b) partnering with nine school districts in the San Gabriel Valley for the Every Child's Healthy Option (ECHO) Program, where various KFH-Baldwin Park departments including Emergency Room, Pediatrics, Vision Essentials, and Pharmacy provide uninsured children in grades K-12 with year-round, no-cost access to urgent care services (i.e. fractures, breaks, infections, etc) and any follow up appointments and services (i.e. glasses, medication) affiliated with their initial visit at the medical center are also covered. In addition, as part of the largest non-profit health system, KFH-Baldwin Park participates in government-sponsored programs for low-income individuals (i.e., Medi-Cal Managed Care and Medi-Cal Fee-For-Service), provides 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 provides financial assistance to low-income individuals who receive care at KFH facilities and can't afford medical expenses and/or cost sharing.

- Support infrastructure improvements that can support the integration of clinical care with mental/behavioral health, oral health, vision and other health services.
- Reduce barriers to access to care by providing language interpretation, transportation, non-traditional access points, and/or other supportive 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.
- Leverage KP assets to drive coverage and access to healthcare for the underserved, build the capacity of the primary care workforce and improve appropriate utilization of healthcare services.

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

- Improved referrals and coordination between healthcare providers and community resources and programs.
- Enhanced care integration of clinical, mental, dental, vision and complementary health strategies.
- Reduced barriers that impeded individual's ability to seek and obtain health care.
- Improved individual/public knowledge on how to navigate the healthcare delivery system.

Mental and Behavioral Health

KFH-Baldwin Park's **long-term goal** for addressing Mental and Behavioral 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.
- Promote positive mental health by fostering community cohesion and social and emotional support.

These priorities have guided the development of the following core **strategies** to address Mental and Behavioral Health in the community. A large sub-set of these strategies are aligned with the Los Angeles County Community Health Improvement Plan (CHIP) and will enable greater collaboration with public health and community health partners in addressing this health need.

- Support the practice of regular physical activity where people work, live and play to prevent or limit depression and anxiety.
- Support school and youth development organizations in learning about and addressing mental and behavioral health, including suicide prevention and trauma-informed care. KFH-Baldwin Park Educational Outreach Program (EOP) aims to address mental and behavioral health by partnering with National Alliance on Mental Illness (NAMI) in training high school students from 10 local high schools and lead student clubs on their campuses with the primary goal of raising mental health awareness and reducing stigma through peer-led activities and education. EOP is supervising MSW Interns and will serve as advisors at these local high schools to provide seminars and coordinate year-round activities for the club. In addition, KFH-Baldwin Park Educational Outreach Program (EOP) is partnering with Baldwin Park Unified School District by providing no cost counseling services to 150 students and their families at the school sites throughout the school year. This successful model of medical center and educational institution partnership is planned to be replicated throughout the state.
- Support policies and programs that increase diversion from incarceration for low-level offenses among youth and adults, particularly those that result from substance abuse or mental health needs.

- Support prevention efforts to increase community awareness and educate youth and adults about the dangers of alcohol abuse, substance abuse, and tobacco use.
- Support the adoption of evidence-based and promising family and youth development programs, such as the provision of trauma-informed care, conflict resolution programs, and mentoring programs that focus on keeping youth positively engaged in school and the community.
- 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.
- Leverage KP assets to drive community health and champion organizational practice changes within KP that promote mental and behavioral health.

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 healthcare and community settings.
- Improved screening and identification of mental and behavioral health needs among patients.
- Improved community cohesion, networks and social support.
- Adoption and implementation of policies and programs related to violence prevention and trauma-informed care.

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.

Economic Security

KFH-Baldwin Park's long-term goal for addressing Economic Security is that all community members experience improved economic security, including access to employment, educational and housing opportunities and other factors that influence health, including access to affordable fresh food. It aims to visualize this goal by organizing its strategies around the following **strategic priorities (or intermediate goals)**:

- Prevent displacement and homelessness.
- Improve educational attainment and employment opportunities for individuals to gain better access to health care.
- Reduce food insecurity in the community.

These priorities have guided the development of the following core **strategies** to address Economic Security in the community. A large sub-set of these strategies are aligned with the Los Angeles County Community Health Improvement Plan (CHIP) and will enable greater collaboration with public health and community health partners in addressing this health need.

- Support efforts to increase access to permanent housing with supportive services for homeless individuals and families to help them maintain stability and self-sufficiency.
- Support efforts that increase economic security for individuals and families by expanding opportunities for employment and education. KFH-Baldwin Park partners with Bassett High School Health Academy in La Puente to provide an eight-week clinical internship for approximately 20 students looking to gain first-hand experience and knowledge in a clinical setting. During their internship, students are paired up with medical center leaders of departments including Gastroenterology, Pediatrics, Internal Medicine, Family Medicine, General/Vascular Surgery, Emergency Services, Pharmacy, Radiology, and Urgent Care students.

- Support local governments, schools and/or community- based organizations to enroll community members into available food programs, most importantly CalFresh and the Supplemental Food Program for Women, Infants, and Children (WIC); Promote use of CalFresh and WIC benefits at farmer's markets for purchasing fresh fruits and vegetables. KFH-Baldwin Park partners with Southland Farmer's Market Association in holding a farmer's market every Friday on the medical center campus. The Farmer's Market is available to the broad community (including patients and staff). This partnership enables the use of CalFresh and WIC benefits for the purchase of fresh fruits and vegetables as healthy food choices.

Successful implementation of this strategy is expected to contribute to the following set of **outcomes** in the community:

- Increased access to education and employment opportunities
- Increased opportunities for those who are or are at risk of becoming homeless to obtain affordable, safe housing
- Leverage KP assets to drive community health and champion organizational practice changes within KP that improve economic security and promote health. For example, KFH-Baldwin Park works with vendors to support sub-contracting with diverse suppliers and service providers and vendors that hire under- or un-employed residents.
- Increase access to available food programs that support the purchase of fresh fruits and vegetables.

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. The following strategies are intended to be an illustrative, not exhaustive list of our efforts:

- **Contribute to community cohesion, education/awareness, and support in areas of social welfare**, such as providing leadership training to high school students on mental health and helping them establish peer-led support clubs on campus; providing community organizations opportunities to access high-quality, evidence-based learning through the Center for Healthy Living; hosting physician-

led information and education forums for community residents on physical and mental wellness; and bringing awareness to domestic violence and providing donations to victims of DV in nearby shelters.

- **Implement green business practices and building standards to address climate and health** by purchasing clean wind and solar energy.
- **Contribute toward supplier diversity in the community to address economic security** by working with vendors to support sub-contracting with diverse suppliers/service providers; and supporting vendors that hire under/unemployed residents (with living wages and benefits).
- **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.
- **Establishing career pathways to address economic security** by working KP departments to identify activities/projects for interns, including longer-term internships.

X. Evaluation Plans

KFH-Baldwin Park 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, KFH-Baldwin Park 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

Below is the list of health needs that were not selected for KFH-Baldwin Park, in alphabetical order. The health needs were not selected as targets of implementation strategies because: (1) they were not ranked as one of the top 10 health needs by the community, (2) they did not meet the need/feasibility criteria mentioned in Section VIII, or (3) they could be subsumed into other health needs via specific implementation strategies.

1. Access to Healthy Foods

Although access to Healthy Foods was ranked 19 out of 19 in the CHNA process, it has been incorporated into Obesity/HEAL/Diabetes through strategies including: support local governments, schools and/or community based organizations to provide healthy food options (including accessible drinking water) and to adopt healthy food policies, including procurement practices, and promoting the use of CalFresh and the benefits at farmers markets for purchasing fresh fruits and vegetables.

2. Alcohol Abuse, Substance Abuse, Tobacco Use

Alcohol Abuse, Substance Abuse, Tobacco Use has been incorporated into Mental Health and Behavioral Health through the following strategy: support prevention efforts to increase community awareness and educate youth and adults about the dangers of alcohol abuse, substance abuse, and tobacco use.

3. Alzheimer’s Disease

Alzheimer’s Disease was ranked 18 out of 19 in the CHNA process, and therefore not considered in the Implementation Strategy process.

4. Cancer

Cancer was ranked 11 out of 19 in the CHNA process, and therefore not considered in the Implementation Strategy process.

5. Cardiovascular Disease

Cardiovascular disease has been incorporated into Obesity/HEAL/Diabetes through the following strategy: support programs that improve referral of patients to evidence-based health promotion programs that teach self-management and empowerment techniques for chronic disease management and prevention.

6. Cultural and Linguistic Barriers

Cultural and Linguistic Barriers has been incorporated into Access to Care through the following strategy: reduce barriers to access to care by providing educational and employment programs, language interpretation, transportation, non-traditional access points, and/or other supportive services.

7. Healthy Behaviors

Healthy Behaviors has been incorporated into Obesity/HEAL/Diabetes through the following strategies: support new and improved policies and environments that support active transportation and physical activity (e.g. safe pedestrian bicycle routes and violence prevention initiatives that create safe schools and communities); and, support programs and policies that prioritize underserved neighborhoods for park investments and encourage communities to use parks to their full potential.

8. Housing

Housing has been incorporated into Economic Security through the following strategy: support efforts to increase access to permanent housing with supportive services for homeless individuals and families to help them maintain stability and self-sufficiency.

9. Hypertension

Hypertension was ranked 17 out of 19 in the CHNA process, and therefore not considered in the Implementation Strategy process.

10. Oral Health

Oral Health was ranked 15 out of 19 in the CHNA process, and therefore not considered in the Implementation Strategy process.

11. Physical Environment

Physical environment has been incorporated into Obesity/HEAL/Diabetes through the following strategy: support programs and policies that prioritize underserved neighborhoods for park investments and encourage communities to use parks to their full potential.

12. Preventive Care

Preventive Care has been incorporated into Access to Care through the following strategy: support the provision of high quality healthcare (including preventive services and specialty care) for underserved populations.

13. Respiratory Disease

Respiratory Disease was ranked 16 out of 19 in the CHNA process, and therefore not considered in the Implementation Strategy process.

14. Violence and Injury Prevention

Violence and Injury Prevention was ranked 14 out of 19 in the CHNA process, and therefore not considered in the Implementation Strategy process.

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-Baldwin Park 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.