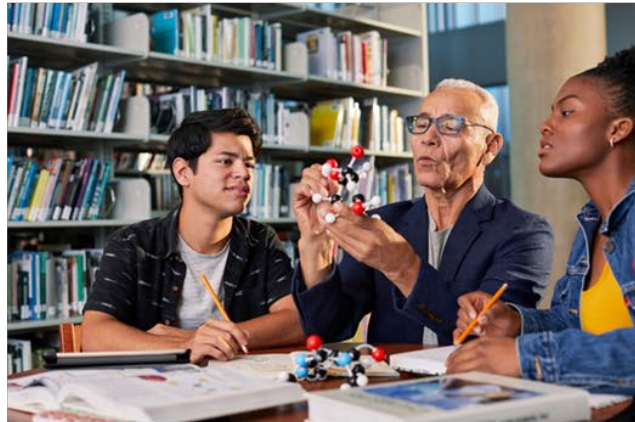


# 2022 Implementation Strategy



Kaiser Permanente Fresno Medical Center

License number: 040000384

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

September 27, 2022



# Kaiser Permanente Fresno Medical Center 2022 IMPLEMENTATION STRATEGY

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## General information

Contact Person	Rob Veneski, Public Affairs Director
Date of written plan	May 11, 2022
Date written plan was adopted by authorized governing body	September 27, 2022
Date written plan was required to be adopted	May 15, 2023
Authorized governing body that adopted the written plan	Kaiser Foundation Health Plan, Inc., Kaiser Foundation Hospitals, Board of Directors, Community Health Committee
Was the written plan adopted by the authorized governing body on or before the 15 <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 18, 2020
Name and EIN of hospital organization operating hospital facility	Kaiser Foundation Hospitals, 94-1105628
Address of hospital organization	One Kaiser Plaza, Oakland, CA 94612

# Kaiser Permanente Fresno Medical Center 2022 Implementation Strategy

## Summary

Kaiser Permanente is an integrated health care delivery system comprised of Kaiser Foundation Hospitals, Kaiser Foundation Health Plan, and physicians in the Permanente Medical Groups. For 75 years, Kaiser Permanente has been committed to shaping the future of health and health care — and helping our members, patients, and communities experience more healthy years. We are recognized as one of America's leading health care providers and nonprofit health plans.

Every three years Kaiser Permanente Fresno Medical Center conducts a community health needs assessment (CHNA) and identifies significant health needs. To address those needs, Kaiser Permanente Fresno Medical Center has developed an implementation strategy (IS) for the priority needs it will address, considering both Kaiser Permanente's and the community's assets and resources. The CHNA-IS process is driven by a commitment to improve health equity and is intended to be transparent, rigorous, and collaborative.

For the 2023-2025 IS, Kaiser Permanente Fresno Medical Center has identified the following significant health needs to be addressed in the IS, in priority order:

1. Access to care
2. Health Eating Active Living opportunities
3. Mental & behavioral health
4. Income & employment

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

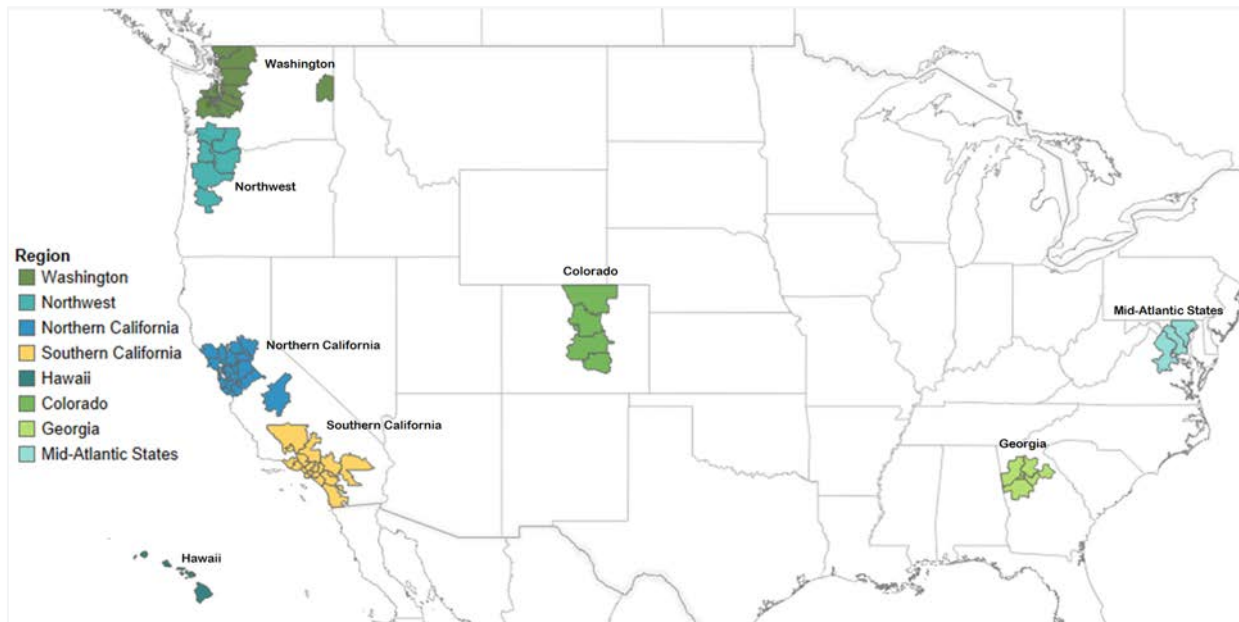
# Introduction/background

## About Kaiser Permanente

Kaiser Permanente is an integrated health care delivery system comprised of Kaiser Foundation Hospitals, Kaiser Foundation Health Plan, and physicians in the Permanente Medical Groups. For 75 years, Kaiser Permanente has been committed to shaping the future of health and health care — and helping our members, patients, and communities experience more healthy years. We are recognized as one of America’s leading health care providers and nonprofit health plans.

Kaiser Permanente is committed to helping shape the future of health care. Founded in 1945, Kaiser Permanente has a mission to provide high-quality, affordable health care services and to improve the health of our members and the communities we serve. We currently serve 12.5 million members in 8 states and the District of Columbia. Care for members and patients is focused on their total health and guided by their personal Permanente Medical Group physicians, specialists, and team of caregivers. Our expert and caring medical teams are empowered and supported by industry-leading technology advances and tools for health promotion, disease prevention, state-of-the-art care delivery, and world-class chronic disease management. Kaiser Permanente is dedicated to care innovations, clinical research, health education, and the support of community health.

Kaiser Permanente regions and CHNA service areas



## About Kaiser Permanente Community Health

At Kaiser Permanente, we recognize that where we live and how we live has a big impact on our health and well-being. Our work is driven by our mission: to provide high-quality, affordable health care services and to improve the health of our members and our communities. It's also driven by our heritage of prevention and health promotion, and by our conviction that good health is a fundamental right.

As the nation's largest nonprofit, integrated health system, Kaiser Permanente is uniquely positioned to improve the health and wellbeing of the communities we serve. We believe that being healthy isn't just a result of high-quality medical care. Through our resources, reach, and partnerships, we are addressing unmet social needs and community factors that impact health. Kaiser Permanente is accelerating efforts to broaden the scope of our care and services to address all factors that affect people's health. Having a safe place to live, enough money in the bank, access to healthy meals, and meaningful social connections is essential to total health. Now is a time when our commitment to health and values compel us to do all we can to create more healthy years for everyone. We also share our financial resources, research, nurses and physicians, and our clinical practices and knowledge through a variety of grantmaking and investment efforts.

As we reflect on how 2020 changed the world, we must recognize that communities everywhere are coping with unprecedented challenges magnified by the COVID-19 pandemic and a renewed struggle for racial equity and social justice.

Through our continued focus on expanding our community health approach we laid the foundation for an acceleration of work to meet the challenges posed by the public health crises we now face. We dedicated ourselves to improving the social health of our 12.5 million members and the millions of people who live in the communities we serve.

Learn more about Kaiser Permanente Community Health at <https://about.kaiserpermanente.org/community-health>.

## Kaiser Permanente's approach to community health needs assessment

The Affordable Care Act (ACA) was enacted in March 2010 to make health insurance available to more people, expand the Medicaid program, and support innovative medical care delivery to lower health care costs. The ACA also requires that nonprofit hospitals conduct a community health needs assessment (CHNA) every three years and develop an implementation strategy (IS) in response to prioritized needs.

Kaiser Permanente's CHNA process is driven by a commitment to improve health equity. Our assessments place a heavy emphasis on how the social determinants of health — including structural racism, poverty, and lack of access to health-related resources such as affordable housing, healthy food, and transportation — are affecting the health of communities. By analyzing community-level data and consulting individuals with deep and broad knowledge of health disparities, the Community Health team in each KP service area has identified and prioritized needs unique to the community served. Each service area has developed an IS for the priority needs it will address, considering both Kaiser Permanente's and the community's assets and resources.

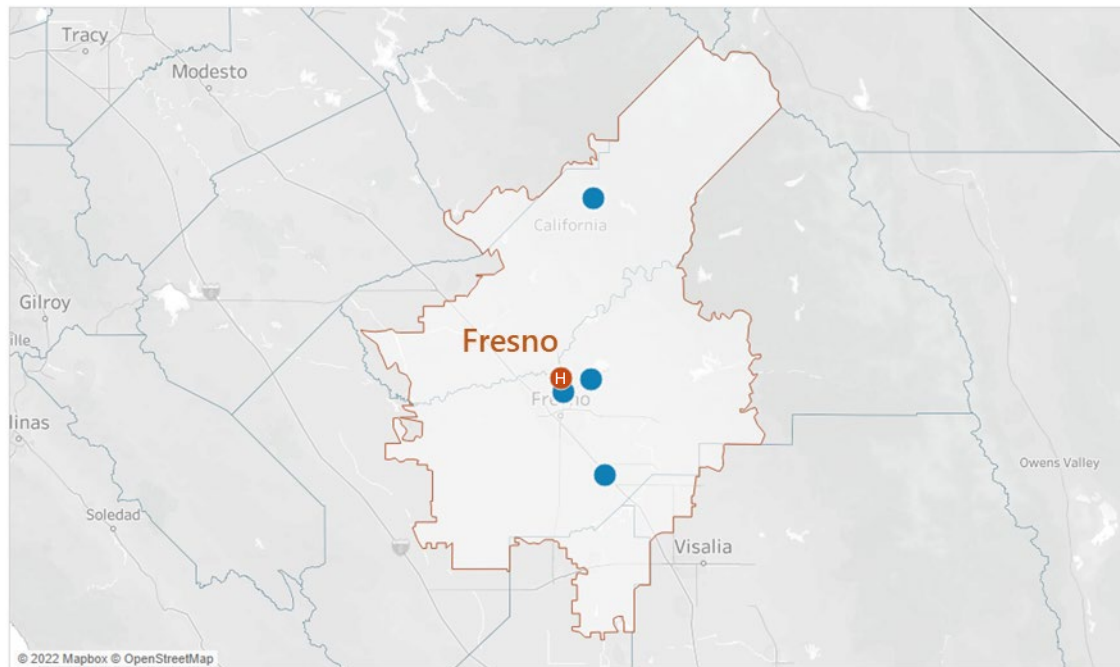
The Kaiser Permanente Fresno Medical Center 2022 CHNA report and three-year IS are available publicly at <https://www.kp.org/chna>. In addition, the IS will be filed with the Internal Revenue Service using Form 990, Schedule H.

## Community served

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

### Fresno service area

 Kaiser Permanente hospital     Kaiser Permanente medical offices



## Fresno service area demographic profile

Total population:	1,206,026
American Indian/Alaska Native	0.6%
Asian	9.0%
Black	4.1%
Hispanic	54.7%
Multiracial	2.1%
Native Hawaiian/other Pacific Islander	0.1%
Other race/ethnicity	0.2%
White	29.2%
Under age 18	28.7%
Age 65 and over	12.4%

## Community health needs

### Significant health needs identified in the Kaiser Permanente Fresno Medical Center 2022 CHNA report

Each Kaiser Permanente service area analyzed and interpreted the primary and secondary data to determine what constitutes a health need in the community. Once all the community health needs were identified they were prioritized, resulting in a list of significant community health needs in the Fresno service area, listed below.

1. Access to care
2. Health Eating Active Living opportunities
3. Mental & behavioral health
4. Housing
5. Chronic disease & disability
6. Income & employment
7. Community safety



## Kaiser Permanente's implementation strategy process

Identifying the highest priority needs with an equity lens informs our community investments and helps us develop strategies aimed at making long-term, sustainable change, allowing us to deepen the strong relationships we have with other organizations that are working to improve community health.

To identify the significant health needs that Kaiser Permanente Fresno Medical Center will address in the 2022 three-year Implementation Strategy, Kaiser Permanente Fresno Medical Center Community Health considered a set of criteria that includes:

- Severity and magnitude of need: How health measures compare to national or state benchmarks, the relative number of people affected, impact of COVID-19 on the need
- Community priority: The community prioritizes the issue over other issues
- Clear disparities or inequities: Differences in health factors or outcomes by geography, race/ethnicity, economic status, age, gender, or other factors
- Leveraging Kaiser Permanente assets: Kaiser Permanente can make a meaningful contribution to addressing the need
- Leveraging community assets and partnerships
- A successful solution has the potential to solve multiple problems

## Health needs Kaiser Permanente Fresno Medical Center plans to address

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

**1. Access to care:** Access to comprehensive, quality health care services — including having insurance, local care options, and a usual source of care such as a primary health care provider — is important for ensuring quality of life for everyone. The Affordable Care Act (ACA) helped extend insurance coverage to many previously uninsured individuals and families, especially in Medicaid expansion states. Still, families with low income and people of color are more likely to be uninsured, and even with the ACA, many find insurance to be unaffordable. The capacity of the health care system in the Fresno service area is strained, lacking easily accessible, affordable health care providers who represent the communities they serve. This provider shortage exacerbates existing inequities experienced by disadvantaged and underserved populations and leads to worse health outcomes. Medicaid/public insurance enrollment is an asset in the service area facilitating access to care for low-income service area residents, however communities with large Hispanic populations have higher percentages of uninsured residents. Many key informants pointed to further constraints on access to care due to the lack of linguistically and culturally appropriate providers. The pandemic negatively impacted Fresno service area residents' ability and desire to access health care and the switch to telehealth proved difficult for seniors and those with unreliable internet access.

**2. Healthy Eating Active Living opportunities:** The physical environment of a community affects residents' ability to exercise, eat a healthy diet, and maintain a healthy body weight. Those who have limited access to healthy foods, including from supermarkets, have a higher risk of developing obesity and diabetes. Parts of the Fresno service area lack access to healthy food (due to financial and geographic barriers). While SNAP enrollment in the service area is more than double the state average, the number of convenience stores is also significantly higher, indicating service area residents' need for financial support for food purchases and an excess of markets that are unlikely to carry a wide array of healthy options. Key informants described food bank services as in high demand and needing more culturally appropriate offerings. Along with a healthy diet, physical activity is key to preventing and reducing complications of diabetes and other chronic diseases. The built and natural environments play a role in a community's ability to access outdoor spaces for exercise and activity. The Fresno service area has less infrastructure to support physical activity, including: less tree canopy cover, a lower walkability index, and a smaller percentage of workers commuting by public transit, walking, or biking than the state average. Additionally, ZIP codes with larger Hispanic populations than the service area average saw lower walkability indexes. Key informants stated that residents in lower-income communities simply do not have a built environment and community infrastructure to support a healthy lifestyle.

**3. Mental & behavioral health:** Mental health affects all areas of life, including a person's physical well-being, ability to work and perform well in school and to participate fully in family and community activities. Mental and behavioral health is a critical and urgent health need in the Fresno service area. Immediate action is needed to address the provider shortage and barriers to accessing care, particularly in underserved populations, where the need has been amplified by the pandemic. Even where mental health services are available, key informants stated that care can be very difficult to access due to cost, insufficient insurance coverage, inadequate transportation, language/culture, and social stigma. Key informants in the Fresno service area identified substance use as a top need, stressing the inextricable tie to mental and behavioral health and noting that there was a substantial rise in substance use during the pandemic. Those facing challenges related to lower economic opportunity often experience high levels of stress in their daily lives, coupled with fewer resources for coping. Children and youth experiencing stress have an increased likelihood of poorer mental and physical health. Key informants listed children, adolescents, the elderly, unhoused, low-income residents, immigrants, LGBTQ+ residents, and communities of color as having high need for accessible mental health services.

**4. Income & employment:** Economic opportunity provides individuals with jobs, income, a sense of purpose, and opportunities to improve their economic circumstances over time. People with steady employment are less likely to have an income below poverty level and more likely to be healthy. While employment rates in the Fresno service area are higher than the California average, income is lower, and poverty is higher. As a result, food insecurity is a concern for many residents. Affordable, easily accessible healthy foods are a key element of the social determinants of health, and programs such as WIC and the Fresno County Health Improvement Partnership are working to ensure sustainable access to healthy foods for children. However, key informants expressed concern that these organizations are limited in what they can accomplish and asserted that more resources are needed. Areas with larger Hispanic populations than the service area average perform better than the state average on employment indicators (unemployment rate and the jobs proximity index), while simultaneously performing worse on all income and poverty indicators, pointing to disparities in quality jobs. Key informants felt that inequities in economic security were made more apparent during the pandemic and that communities of color were disproportionately affected.

## Kaiser Permanente's approach to implementation strategies

As the nation's largest nonprofit integrated health care organization, Kaiser Permanente is mission-driven to improve health and well-being in the communities we serve. The COVID-19 pandemic has underscored deep-seated inequities in health care for communities of color and amplified the social and economic disparities that contribute to poor health outcomes.

We will continue to work to improve the conditions for health and equity by addressing the root causes of health, such as economic opportunity, affordable housing, health and wellness in schools, and a healthy environment. We carry out work in our focus areas through a lens that includes deepening our commitment to equity and inclusion.

Kaiser Permanente strategic focus areas include:

### Increasing health access

- **Charity care:** Transforming Charitable Health Coverage and Medical Financial Assistance approaches to continue supporting coverage and care needs for our communities and patients
- **Medicaid:** Growing our Medicaid participation in a financially sustainable way through innovative operating models that support whole person care and coverage
- **Safety Net Partnerships:** Ensuring that communities have access to a strong safety net that can equitably meet patients' needs and improve health outcomes

### Social health needs

- **Thrive Local:** Establishing bi-directional electronic community networks that enable health care providers, safety net clinics, social service agencies, government programs, and other participants to make, receive, and track patient and client referrals
- **Food for Life:** Transforming the economic, social and policy environments to improve health and food security for the communities we serve
- **Intergenerational healing and trauma:** Acknowledging and addressing trauma across the life course, including trauma related to exposure to racism

### Improving community conditions

- **Economic opportunity:** Increasing income, improving financial security, and reducing economic inequities through our business operations and community partnerships
- **Housing for Health:** Transforming housing and homelessness systems to improve housing stability for the communities we serve
- **Thriving Schools:** Fostering healthier school environments for students, staff, and teachers
- **CityHealth:** Advancing local policies that improve conditions for health
- **Environmental stewardship:** Reducing and eliminating environmental contributors to disease and illness

## Kaiser Permanente Fresno Medical Center implementation strategies

Kaiser Permanente Fresno Medical Center Community Health has identified the strategic focus, strategies, and expected impact for each priority health need, described in the table below. While we recognize that IS strategies can address multiple health needs, each strategy in the table is associated with the needs where we expect to see the greatest impact.

To implement the strategies identified, Kaiser Permanente Fresno Medical Center will draw on a broad array of organizational resources, such as grantmaking and leveraged assets, as well as internal Kaiser Permanente programs. Kaiser Permanente Fresno Medical Center Community Health also recognizes the importance of joint planning and collaboration with community stakeholders and leaders and welcomes opportunities to build on the strong partnerships we currently have in place.

Priority health need	Expected impact	Focus	Strategy
1. Access to care	Increased access to care for low-income at-risk populations	Medicaid & Charity Care	Charitable Health Coverage: Provide access to comprehensive health care and to coverage for low-income individuals and families who do not have access to public or private health coverage
			Medicaid: Provide high-quality medical care services to Medicaid participants who would otherwise struggle to access care
			Medical Financial Assistance: Provide temporary financial assistance to low-income individuals who receive care at KP facilities and can't afford medical expenses and/or cost sharing
			Support organizations that build capacity, provide information about coverage options, assist with eligibility screening, application and enrollment, and advocate for increasing coverage options for low-income individuals
	Improved quality of care for patients of safety net organizations	Safety Net Partnerships	Provide core support to safety net organizations, allowing these organizations to implement initiatives appropriate for the needs of their population (e.g., expansion of specialty care, providing more virtual care for nonsurgical specialties)
	All people have access to a robust network of community organizations to meet their social health needs	Thrive Local: Community Network Development	Support partnerships with local, regional, or national organizations to grow networks of community-based organizations that address social health needs and coordinate care

Priority health need	Expected impact	Focus	Strategy
2. Healthy Eating Active Living opportunities	All people have consistent access to affordable healthy food	Food for Life: Increasing Purchasing Power	Support organizations that increase enrollment in programs that extend food dollars such as in the Supplemental Nutrition Assistance Program (SNAP), Special Supplemental Nutrition Program for Women, Infants and Children (WIC), and federal school meal programs
		Food for Life: Meal/Nutrition Distribution	Support organizations that distribute food such as medical tailored meals, prepared food, produce, or other food and meals to school children, families, and those in underserved communities
		Food for Life: Policy and Research	Support local and state policy, research, and advocacy organizations leading efforts that have a direct impact on community food security strategies
	All community members eat better and move more as part of daily life	Healthy Eating Active Living	Improve access to healthy food in schools
			Increase access to safe parks and public spaces
			Increase opportunities for physical activity in school
			Reduce food insecurity among low-income families and individuals
3. Mental & behavioral health	Safe, healthy, and supportive learning environments for all students, staff, and teachers	Thriving Schools: Broad reach: Provide resources and support for all	Extend school and district adoption and integration of Kaiser Permanente Thriving Schools initiatives, tools, and resources
		Thriving Schools: Intensive support: Partner with select schools and districts	Provide funding to schools and districts to fill gaps identified in a Healthier Generation assessment or to implement the Healthier Generation Thriving Schools Integrated Approach
	A systemwide approach to preventing and mitigating the negative impacts of trauma	Intergenerational Trauma and Healing	Support Black, Indigenous, People of Color (BIPOC)-led organizations that advance best practices for preventing and/or mitigating the impacts of ACEs, toxic stress, and trauma for communities disproportionately experiencing inequities.
	All community members experience social emotional health and wellbeing and have access to high quality behavioral health care services when needed	Mental Health & Wellness	Enhance community supports to mitigate impact of ACEs
			Increase capacity of organizations and institutions to provide trauma-informed services and programs
			Increase access to behavioral health care services for low-income and vulnerable populations
			Unhealthy substance use: Prevent and reduce misuse of drugs and alcohol

Priority health need	Expected impact	Focus	Strategy
4. Income & employment	Reduced structural barriers and improved opportunities for inclusive economic mobility	Economic Opportunity: College & Career Readiness	Support programs that improve high school attendance, achievement, and/or graduation for students of color in low-income areas
		Economic Opportunity: Diverse Small Business	Strengthen credible sources of lending for businesses for small business recovery and growth, including loan guarantee pools
			Support organizations that provide culturally and linguistically relevant training and technical assistance to small businesses and entrepreneurs of color
		Economic Opportunity: Individual Financial Health	Improve individual financial health by supporting housing, workforce development, or other organizations that embed or enhance financial coaching services
	Economic Opportunity: Quality Jobs & Careers	Enhance career pathways by partnering with workforce development organizations to develop and implement job training and placement programs, including pre-apprenticeship programs	
	All people have access to safe, affordable, and stable housing and homelessness becomes a rare, brief occurrence	Housing for Health: Prevent Homelessness	Support evidence-based housing stabilization assistance
		Housing for Health: Transform Care	Support improved coordination among Continuum of Care programs, social service organizations, and housing providers

Kaiser Permanente Fresno Medical Center will monitor and evaluate the strategies listed above to track implementation and document the impact of those strategies in addressing significant health needs. Tracking metrics for each prioritized health need include the number of grants made, the number of dollars spent, the number of community-based organizations supported, and the number of people reached/served.

In addition to the strategies developed as part of the CHNA/IS process, many health needs are addressed by Kaiser Permanente business practices that contribute to community well-being, including environmentally responsible purchasing, waste reduction, and purchase of clean energy for facilities. We procure supplies and services from a diverse set of providers and partner with workforce development programs to support a pipeline for diverse suppliers, and we build the capacity of local small businesses through training on business fundamentals. We also conduct high-quality health research and disseminate findings intended to increase awareness of the changing health needs of diverse communities, address health disparities, and improve effective health care delivery and health outcomes.

## Health needs Kaiser Permanente Fresno Medical Center does not plan to address

The significant health needs identified in the 2022 CHNA that Kaiser Permanente Fresno Medical Center does not plan to address are shown in the table below, along with the reasons for not addressing those needs.

Reason	Chronic disease & disability	Community safety	Housing
Community does not prioritize this need over other issues	x		
Less feasibility to make an impact on this need		x	
Less ability for Kaiser Permanente to leverage expertise or assets to address this need		x	x
Aspects of this need will be addressed in strategies for other needs	x	x	x