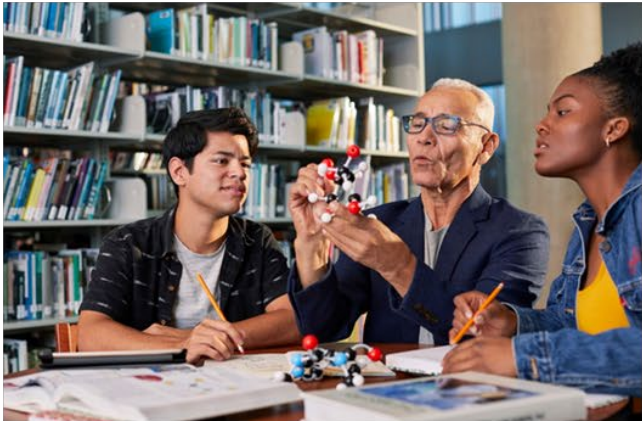


# 2022 Implementation Strategy



Kaiser Permanente Moanalua Medical Center

License number: 31-H

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

September 27, 2022



# Kaiser Permanente Moanalua Medical Center 2022 IMPLEMENTATION STRATEGY

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## General information

Contact Person	Christina K. Hause, Vice President, Marketing, Sales, & Business Development
Date of written plan	May 24, 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 Moanalua 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 Moanalua Medical Center conducts a community health needs assessment (CHNA) and identifies significant health needs. To address those needs, Kaiser Permanente Moanalua 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 Moanalua Medical Center has identified the following significant health needs to be addressed in the IS, in priority order:

1. Access to care
2. Housing
3. Income & employment
4. Food insecurity

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

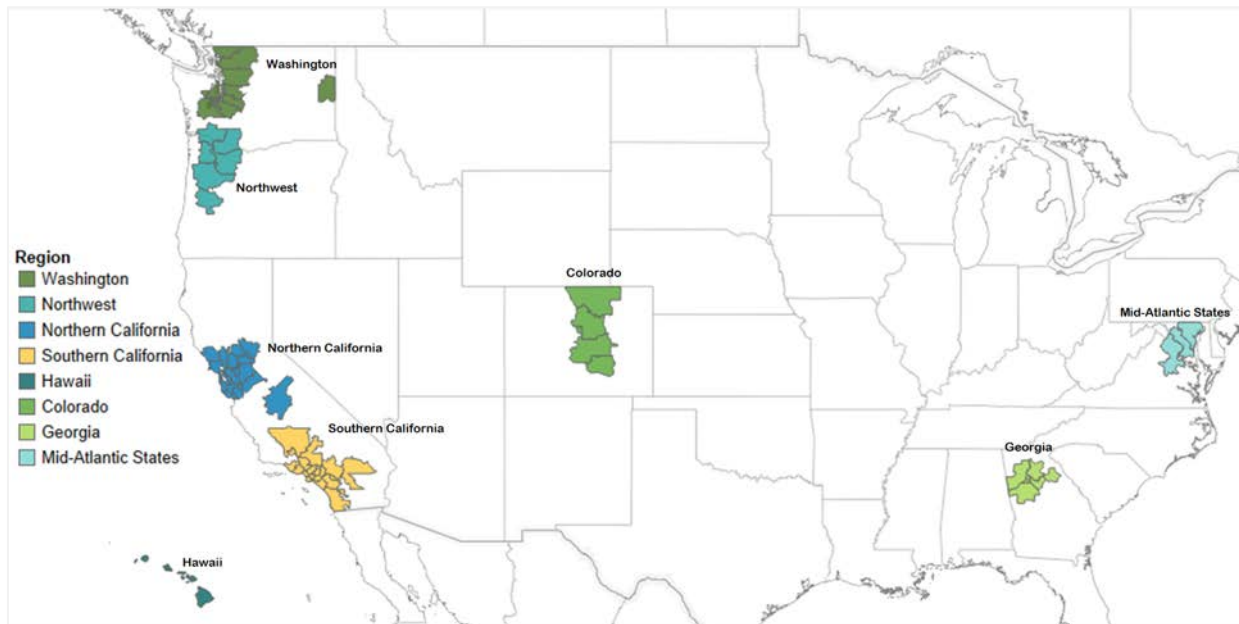
# Introduction/background

## 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.

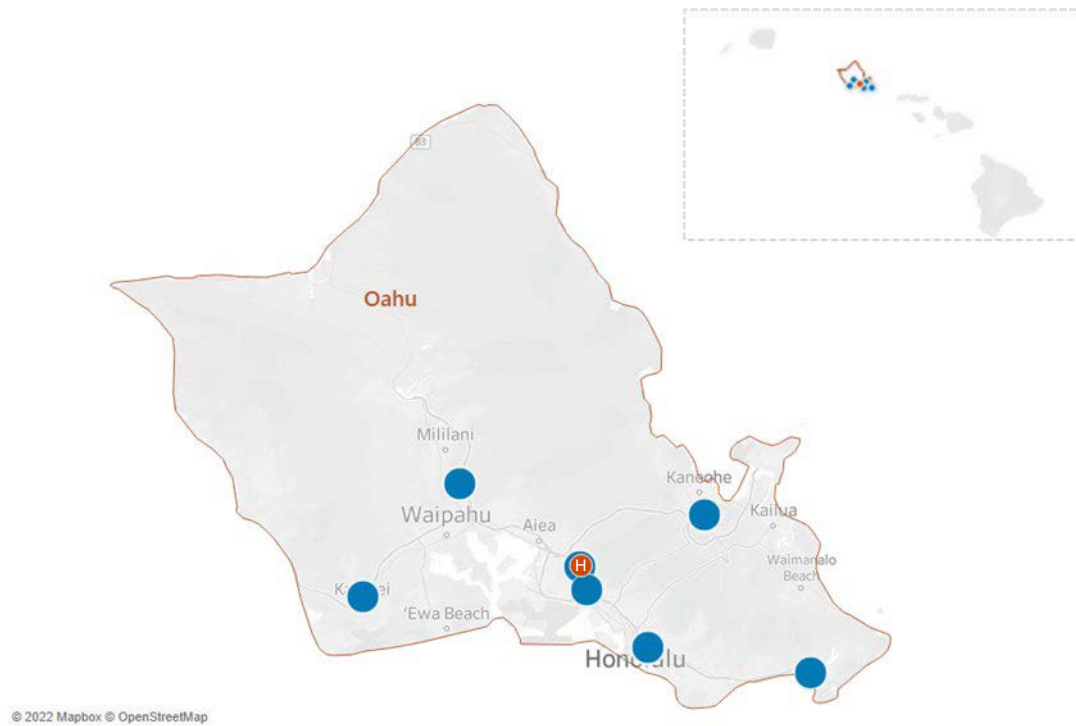
The Kaiser Permanente Moanalua Medical Center 2022 CHNA report and three-year IS are available publicly at <https://www.kp.org/chna>. In addition, the IS will be filed with the Internal Revenue Service using Form 990, Schedule H.

## Community served

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

### Oahu service area

 Kaiser Permanente hospital     Kaiser Permanente medical offices





### Oahu service area demographic profile

Total population:	995,251
American Indian/Alaska Native	0.2%
Asian	41.5%
Black	2.5%
Hispanic	10.1%
Multiracial	18.8%
Native Hawaiian/other Pacific Islander	8.9%
Other race/ethnicity	0.1%
White	17.9%
Under age 18	20.9%
Age 65 and over	17.6%

## Community health needs

### Significant health needs identified in the Kaiser Permanente Moanalua 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 Oahu service area, listed below.

1. Access to care
2. Housing
3. Income & employment
4. Food insecurity



## 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 Moanalua Medical Center will address in the 2022 three-year Implementation Strategy, Kaiser Permanente Moanalua 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
- Potential for leveraging community assets

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

The health needs in the Oahu 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 culturally relevant care—is important for ensuring quality of life for everyone. In the Oahu service area, only 3.3 percent of the population is uninsured. However, in some neighborhoods where the Native Hawaiian/Pacific Islander population is 25 percent or greater, the percent of uninsured children is much higher. For instance, 6.0 percent of children are uninsured in the area near Punaluu, higher than the national average of 4.9 percent uninsured children. Similarly, enrollment in Medicaid/public insurance programs is lower compared to the national enrollment rate (35.0 percent) in the ZIP codes encompassing Kahuku, Laie, and Punaluu (31.1, 16.6, and 34.6 percent, respectively), where the Native Hawaiian/Pacific Islander population is also 25 percent or greater. In the most recent available data on mental health from 2018, 11 percent of adults on Oahu experienced stress, depression, and emotional problems, which lasted more than about half the month—a 29 percent increase since 2016. According to key informants, mental and behavioral health challenges that existed before the COVID-19 pandemic have only been exacerbated. Among infants throughout the City and County of Honolulu, the low birth weight rate is 5 percent higher, the pre-term birth rate is 4 percent higher, and the infant mortality rate on Oahu is 40 percent higher than the national averages. A lack of trust in health care and a need for more coordination and continuity of services are reported as barriers to accessing care. Strengthening relationships between health care providers and residents through partnerships in communities and incorporating language and culture into care is seen as a way to get connected to health services.

**2. Housing:** Families' greatest single expenditure is often housing, but the cost of housing has soared in recent years. Having a safe and secure place to call home is strongly associated with health and is essential for the wellbeing of individuals, families, and communities. In the Oahu service area, over 20 percent of residents along the Waianae Coast and the Punaluu area on the Windward side find that they need to pay more than half of their income on housing. Median rental costs near Laie, where over 25 percent of the residents are Native Hawaiian/Pacific Islander, are over \$1700 a month on average, putting stable or uncrowded housing out of reach of many residents. This contributes to an increasing trend in housing instability that is not only observed among residents with lower income levels, but among those with higher income levels as well. During the COVID-19 pandemic, the Accountable Health Communities Project identified a rising concern about homelessness from patient surveys conducted at 18 clinic sites across four major health systems on Oahu. Clinic referrals to homeless outreach agencies more than tripled from October 2018 to October 2021. Making connections to services that prevent homelessness, supporting affordable housing and rental assistance, housing purchase, and utility assistance are ways to address this fundamental need.

**3. Income & employment:** Economic opportunity provides individuals with jobs, income, and a sense of purpose. People with steady employment are less likely to have an income below the poverty level and are more likely to be healthy. Unemployment among residents in the Oahu service area was especially high during the COVID-19 pandemic with nearly one in five residents experiencing unemployment in 2020. High unemployment continues as impacts from the COVID-19 pandemic linger. Persistent economic disparities are also evident in certain communities and neighborhoods in the Oahu service area. In the Waianae Coast area, where the population is 25 percent or greater Native Hawaiian/Pacific Islander, the unemployment rate is 26 percent. Income levels are also relatively low compared to the high cost of living in this area of Oahu. Median household income along the Waianae Coast is only \$66,766, which is 22 percent below the state median for household income. Several key informants expressed concern that income and employment may not rebound quickly as the pandemic impacts subside. There is a need for job opportunities, job training, and a livable wage.

**4. Food insecurity:** Having enough nutritious food to eat is essential to leading an active, healthy life. Many chronic health conditions—diabetes, hypertension, heart disease—are linked to poor diet and food insecurity. Food insecurity affects an estimated 10 percent of the residents of Oahu. This need increased during the COVID-19 pandemic. The Accountable Health Communities Project identified a rising concern about food insecurity from patient surveys conducted at 18 clinic sites across four major health systems on Oahu. In some neighborhoods, the number of residents reporting a food need was considerably higher. In the Makaha/Waianae and Wahiawa areas, and some parts of Honolulu, 26-30 percent of those surveyed reported a food need on the patient survey. Clinic referrals to food pantries nearly doubled from October 2018 to October 2021. While temporary, emergency food aid did increase during the height of the COVID-19 pandemic, there were still gaps that people and neighbors often filled. Key informants called for adequate food assistance and more sustainable food systems that can weather future natural disasters.

## 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 Moanalua Medical Center implementation strategies

Kaiser Permanente Moanalua 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 Moanalua 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 Moanalua 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	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
	Improved health care access to rural and underserved communities	Low-income, at-risk community care	Mobile health vehicle, mobile and pop-up clinics for screenings and care gaps
	Improve the understanding of the social determinants and health needs of Native Hawaiian and non-Native Hawaiian Pacific Islander communities	Needs Specific to the Native Hawaiian and non-Native Hawaiian Pacific Islander communities	Support needs assessment and information-gathering for Native Hawaiian and non-Native Hawaiian Pacific Islander communities to inform capacity building
	All people have access to safe, affordable, and stable housing and homelessness becomes a rare, brief occurrence	Housing for Health: Transform Care	Support improved access and quality of medical care for persons experiencing homelessness
	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
2. Housing	All people have access to safe, affordable, and stable housing and homelessness becomes a rare, brief occurrence	Housing for Health: Increase Affordable Housing Supply	Provide resources for preserving or enhancing the supply of affordable housing
		Housing for Health: Prevent Homelessness	Support expansion of housing-related legal support for at-risk tenants
		Housing for Health: Strengthen Homeless Systems of Care	Support system-level approaches to reducing homelessness (e.g., achieving quality data)
		Housing for Health: Transform Care	Support improved coordination among Continuum of Care programs, social service organizations, and housing providers

Priority health need	Expected impact	Focus	Strategy
3. 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
			Support the Kaiser Permanente Health Equity Scholars program
		Economic Opportunity: Diverse Small Business	Support organizations that provide culturally and linguistically relevant training and technical assistance to small businesses and entrepreneurs of color
		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
4. Food insecurity	Safe, healthy, and supportive learning environments for all students, staff, and teachers	Thriving Schools: Movement building: Strengthen the field	Support organizations advancing policies or research in focus areas: physical, mental and social health; equity and access
	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

Kaiser Permanente Moanalua 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 Moanalua Medical Center does not plan to address

Kaiser Permanente Moanalua Medical Center is addressing all of the significant needs identified in the 2022 CHNA.