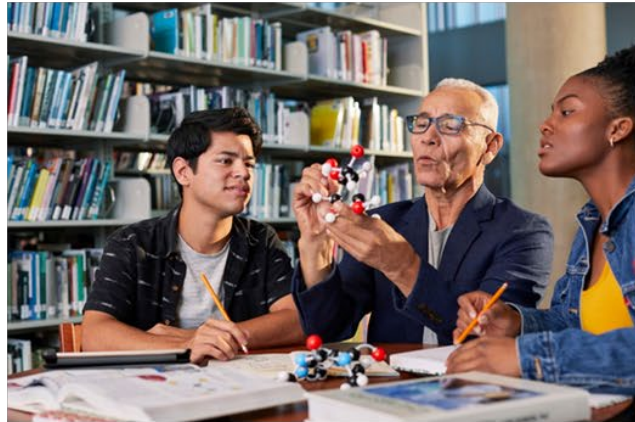


# 2022 Implementation Strategy



Kaiser Permanente Riverside Medical Center

License number: 250000327

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

September 27, 2022



# Kaiser Permanente Riverside Medical Center 2022 IMPLEMENTATION STRATEGY

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## General information

|  |  |
|--|--|
| Contact Person   | Anamaria G. Bearden, Public Affairs Director   |
| 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 Riverside 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 Riverside Medical Center conducts a community health needs assessment (CHNA) and identifies significant health needs. To address those needs, Kaiser Permanente Riverside 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, KFH Kaiser Permanente Riverside Medical Center has identified the following significant health needs to be addressed in the IS, in priority order:

1. Housing
2. Income & employment
3. Access to care
4. Mental & behavioral health
5. Structural racism

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

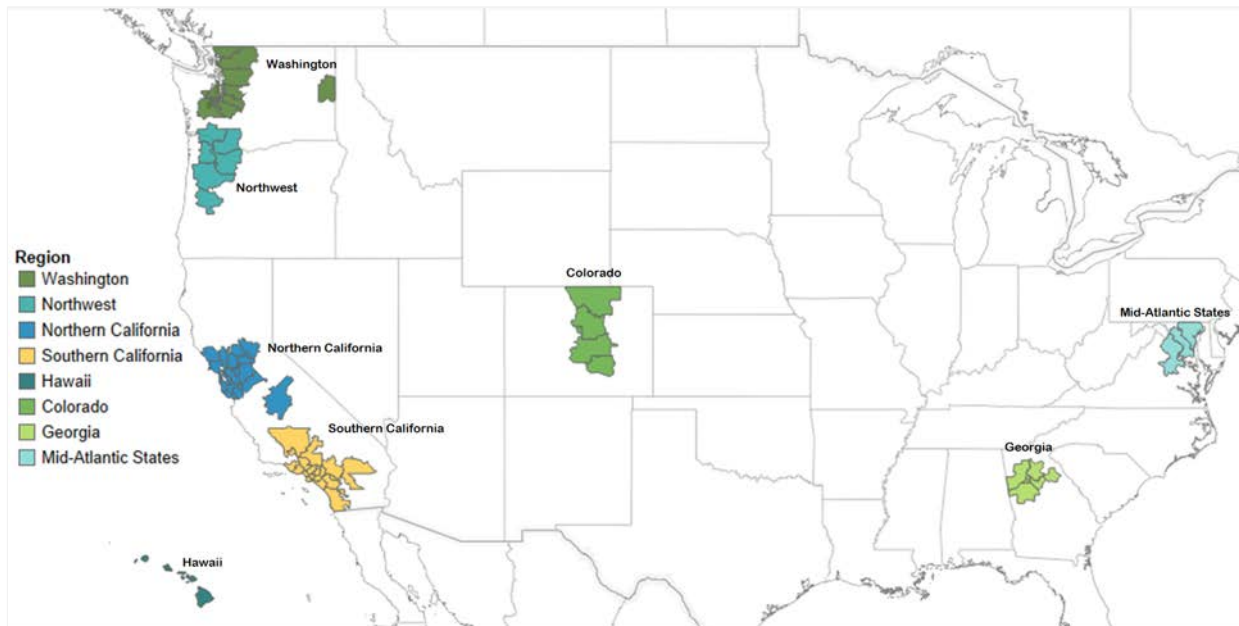
# Introduction/background

## 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 Riverside 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.

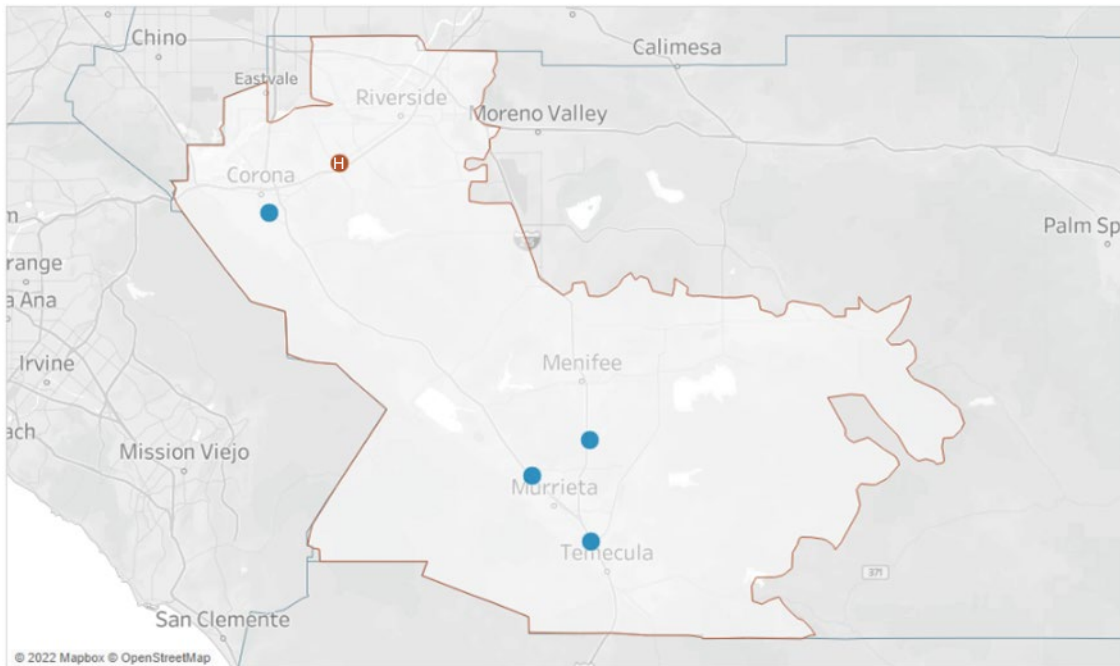


## Community served

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

### Riverside service area

 Kaiser Permanente hospital    Kaiser Permanente medical offices



## Riverside service area demographic profile

|  |           |
|--|-----------|
| Total population:                      | 1,485,220 |
| American Indian/Alaska Native          | 0.4%      |
| Asian                                  | 8.1%      |
| Black                                  | 5.6%      |
| Hispanic                               | 46.9%     |
| Multiracial                            | 2.9%      |
| Native Hawaiian/other Pacific Islander | 0.3%      |
| Other race/ethnicity                   | 0.2%      |
| White                                  | 35.5%     |
| Under age 18                           | 26.5%     |
| Age 65 and over                        | 12.0%     |

## Community health needs

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

1. Housing
2. Income & employment
3. Access to care
4. Mental & behavioral health
5. Structural racism



### Structural racism 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 Riverside Medical Center will address in the 2022 three-year Implementation Strategy, Kaiser Permanente Riverside 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
- Opportunity to intervene at the prevention level

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

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

**1. Housing:** Housing is a major challenge for the service area. For well over a decade, there has been a chronic shortage of housing (especially affordable housing). This results in high rates of rent and mortgage-burdened households and overcrowded housing. Residents face rents that are 38 percent higher than the national average, and more than 17 percent of people experience a severe housing burden. On average, households in the service area spend more than 20 percent of their income on their mortgage, which is higher than the national average. There is a growing proportion of the population that is experiencing homelessness. Key informants noted that this was exacerbated by the pandemic.

**2. Income & employment:** The Riverside service area is reliant on the service, logistics, and tourism industries, which mainly have low-paying jobs and are vulnerable to economic downturns. Many ZIP codes that have a higher proportion of people of color also have median household incomes worse than the national average. In addition, the cost of living for the service area, compared to the nation, is high, resulting in economic hardship for many individuals and families. As a result, there are many adults and children (14 percent) living in poverty.

**3. Access to care:** The service area has high rates of both adult and child uninsured (8 percent of adults and 4 percent of children) resulting in diseases going undiagnosed or untreated. Patients who are uninsured must often rely on a patchwork of free or low-cost resources, such as federally qualified health centers, providers across the border in Mexico, or free clinic events. Such sporadic patterns of accessing care create

problems in coordinating a patient's care. The service area also has long struggled to recruit and retain enough health care providers, making it more difficult to find a physician even when health insurance is available.

**4. Mental & behavioral health:** The service area has both a high need for mental health care and a low capacity to meet this need. The rates for deaths of despair (deaths by suicide, drug overdose, and unhealthy alcohol use), for example, are high. Community leaders acknowledged an increase in the prevalence of substance abuse, suggesting the pandemic has only worsened this area of concern. There is a shortage of providers and resources available for those who need the help. Fewer providers available to meet demand creates an access issue for those struggling with mental health. That said, mental health care is only available to those community members who have the access, time, and awareness of resources and who are receptive to receiving care.

**5. Structural racism:** The service area consists of a "majority minority" population, and a plurality of the population is Latino/a. Socio-economic mobility for residents from some racial and ethnic groups remains a challenge, as some historically underrepresented communities (largely corresponding to both racialized and economically exploited populations) have fewer opportunities and poorer infrastructure than communities that are predominately white, non-Latino/a, and wealthy. In the Riverside service area, many health needs measures are worse in primarily Latino/a and communities of color than in more white, non-Latino/a communities. For example, the pattern of disproportionate health needs is found in many measures, such as housing and income and employment.

## 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 Riverside Medical Center implementation strategies

Kaiser Permanente Riverside 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 Riverside 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 Riverside 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. 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 evidence-based housing stabilization assistance   |
|                        |  | Housing for Health: Strengthen Homeless Systems of Care | Support expansion of housing-related legal support for at-risk tenants  |
| 2. Income & employment | Reduced structural barriers and improved opportunities for inclusive economic mobility                           | Economic Opportunity: Diverse Small Business            | Support organizations that provide culturally and linguistically relevant training and technical assistance to small businesses and entrepreneurs of color  |
|                        |  |   | Support organizations advocating for policies to increase small businesses' access to affordable capital, strengthen infrastructure, and address systemic financial inequities                          |
|                        |  | Economic Opportunity: Individual Financial Health       | Improve individual financial health by supporting housing, workforce development, or other organizations that embed or enhance financial coaching services  |
|                        |  | Academic Attainment                                     | Provide educational attainment and pathway programs for youth focused on increasing high school graduation rates, college readiness, preparation for careers in STEM, or health care workforce training |

| Priority health need | Expected impact  | Focus                                       | Strategy   |
|----------------------|--|---|--|
| 3. Access to care    | Increased access to care for low-income at-risk populations  | Medicaid & Charity Care                     | <p>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</p> <p>Medicaid: Provide high-quality medical care services to Medicaid participants who would otherwise struggle to access care</p> <p>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</p> <p>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</p> |
|                      | 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 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  |
|                      |  |   |  |

| Priority health need  | Expected impact   | Focus  | Strategy   |
|---|---|--|--|
| 4. Mental & behavioral health   | 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 community members have optimal levels of mental health and well-being through improved equitable access to evidence-based, high quality, appropriate care and reduced effects of stigma | Mental Health & Wellness   | Support programs that improve high school attendance, achievement, and/or graduation for students of color in low-income areas   |
|   | Improve access and connection to mental healthcare in clinical and community settings   | Mental Health & Wellness   | Support the infrastructure and capacity building of community organizations and clinics to improve access to quality mental health   |
|   |   |  | Support the integration of mental health care, case management, and navigation services into clinical care and community settings  |
|   | Improve and build the current and emerging mental health workforce to meet community needs  | Mental Health & Wellness   | Support the education and training of licensed mental health professionals to be culturally competent  |
|   |   |  | Support the utilization of pipeline and training programs to increase the number of licensed and diverse mental health professionals   |
| Reduce mental health stigma and improve knowledge, capacity and resilience in individuals, communities, and organizations | Mental Health & Wellness  | Support efforts to improve the community and social support system's knowledge, attitudes, beliefs and perceptions about mental health, trauma, and resilience |  |

| Priority health need  | Expected impact   | Focus  | Strategy   |
|---|---|--|--|
| 5. Structural racism  | 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 |
|   | 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   |
|   | All people have access to a robust network of community organizations to meet their social health needs   | Thrive Local: CBO Capacity Development   | Support community-based organization capacity building, including but not limited to, staffing, training, leadership development, and policy advocacy  |
|   |   | Thrive Local: Maximizing the Value of the Community Network  | Strengthen community networks by supporting community or navigation centers, community advisory councils, and interoperability with other systems  |
|   | Dismantled discriminatory practices and policies that contribute to health disparities, racial trauma, income inequality and educational achievement gaps | Equity: CBO Leadership and Capacity Building   | Support grassroots and advocacy organizations and initiatives  |
| Vibrant, equitable cities in which everyone lives longer, healthier lives | CityHealth  | Support coalitions or other organizations that advance policies that are part of the CityHealth menu: Affordable housing trusts, healthy rental housing, legal support for renters |  |



Kaiser Permanente Riverside 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 Riverside Medical Center does not plan to address

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