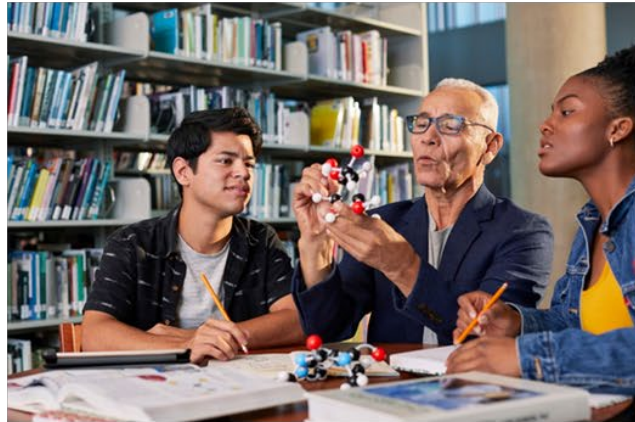


2022 Implementation Strategy



Kaiser Permanente Washington

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

September 27, 2022



Kaiser Permanente Washington 2022 IMPLEMENTATION STRATEGY

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General information

Contact Person	Jocelyne McAdory, Vice President, Human Relations & Community Health
Date of written plan	June 6, 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 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	March 18, 2020
Name and EIN of hospital organization operating hospital facility	Kaiser Foundation Health Plan of Washington, 91-0511770
Address of hospital organization	One Kaiser Plaza, Oakland, CA 94612

Kaiser Permanente Washington 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 Washington conducts a community health needs assessment (CHNA) and identifies significant health needs. To address those needs, Kaiser Permanente Washington 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 Washington has identified the following significant health needs to be addressed in the IS, in priority order:

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

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

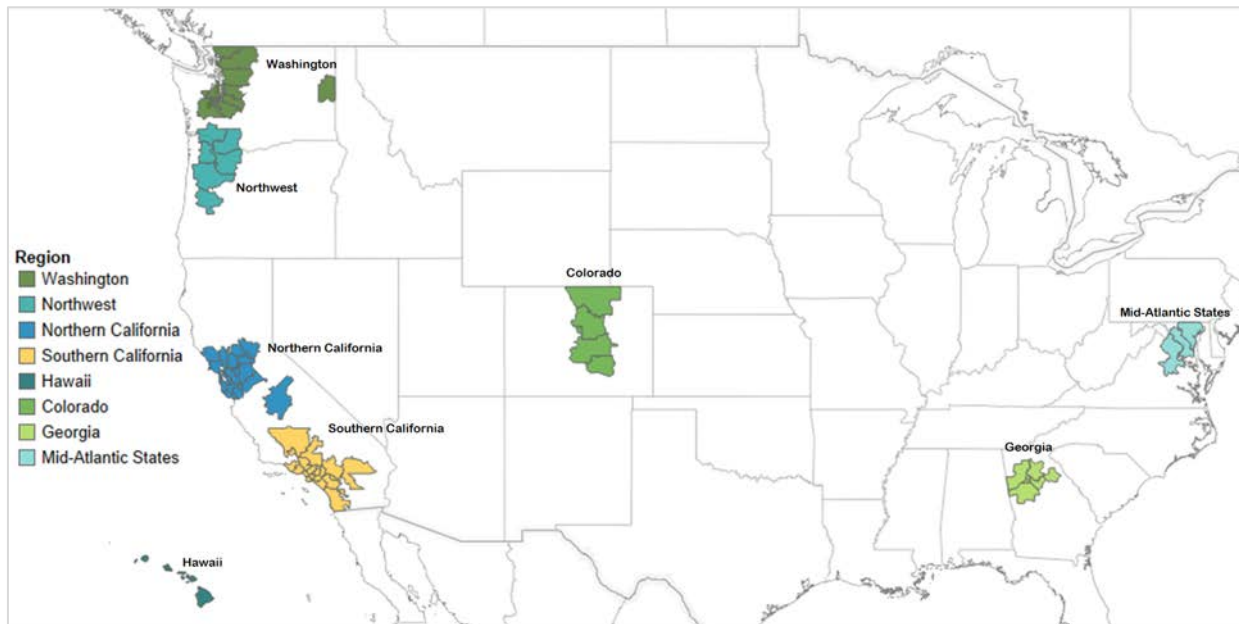
Introduction/background

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.

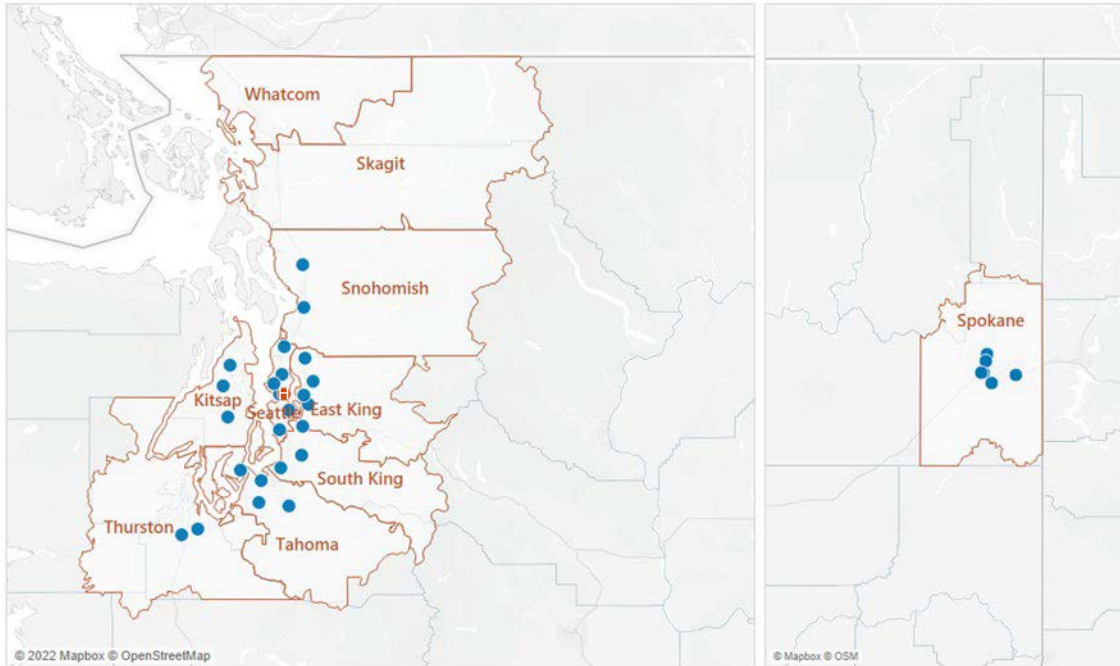
The Kaiser Permanente Washington 2022 CHNA report and three-year IS are available publicly at <https://www.kp.org/chna>. In addition, the IS will be filed with the Internal Revenue Service using Form 990, Schedule H.

Community served

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

Washington region and service areas

 Kaiser Permanente hospital  Kaiser Permanente medical offices



Washington region demographic profile

Total population:	5,581,917
American Indian/Alaska Native	1.0%
Asian	12.1%
Black	5.0%
Hispanic	10.2%
Multiracial	4.9%
Native Hawaiian/other Pacific Islander	0.9%
Other race/ethnicity	0.2%
White	65.8%
Under age 18	21.4%
Age 65 and over	14.3%

Community health needs

Significant health needs identified in the Kaiser Permanente Washington 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 Washington region, listed below.

1. Access to care
2. Mental & behavioral health
3. Housing
4. Structural racism
5. Income & employment
6. 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 Washington will address in the 2022 three-year Implementation Strategy, Kaiser Permanente Washington 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
- Momentum exists in the community for addressing the issue
- There is potential to improve health equity/reduce disparities

Health needs Kaiser Permanente Washington plans to address

The health needs in the Washington region that will be addressed during 2023-2025 are:

1. Access to care: Access to quality, culturally responsive health care remains a critical health need in the Washington region. Even though uninsurance rates overall are back to pre-COVID-19 pandemic levels, there are racial/ethnic and geographic disparities in coverage. Concern about cost is a common reason for not seeking health care, and transportation is a barrier to access for people forced to move farther away from services because of high housing costs. Communities of color often do not seek care because of mistrust of the health system, in part because of past discrimination. Health care quality varies across the state, and patients covered by Medicaid receive preventive care services at lower rates than those with private insurance. Primary care workforce capacity is a key concern, with significant shortages of nurses across the state; there are high levels of pandemic-related provider burnout, particularly in the safety net and in schools.

2. Mental & behavioral health: Mental and behavioral health is a top concern in Washington region communities, one issue being the lack of adequate culturally appropriate mental health resources. Access to mental health care for communities of color remains a challenge, in part because of stigma related to seeking care and in part because behavioral health issues may be under-diagnosed; behavioral health intake systems can be difficult to navigate and not designed for different cultures and different ways of thinking about mental health. Suicide rates in most Washington region counties are higher than state and national averages, particularly among American Indian/Alaska Native and Native Hawaiian people, and 20 percent of students in grades 10 and 12 report having seriously considered suicide. As people were forced to stay home during the COVID-19 pandemic, families experienced high levels of stress, especially if they lost wages. Nearly half of 6th graders, and a third of students in higher grades, said they had worried about parents or guardians losing jobs or not being able to afford housing costs because of the pandemic. Coupled with behavioral health workforce burnout, the current state was described by one nonprofit leader as “a mental health tsunami.”

3. Housing: The challenge of housing affordability will continue to be one of the most pressing health-related needs everywhere in the Washington region. As housing costs increase in the Puget Sound area, people are forced to move farther and farther away from where health and social services are located, causing the affordability crisis to trickle out even to smaller cities east of the Cascade mountains like Spokane, where house prices increased the most between 2020 and 2022 — “a domino effect across our state.” Many neighborhoods in south King County and the Tacoma area are considered to have high housing precarity, i.e., the risk of losing housing is high due to displacement or eviction, especially for communities of color. Homelessness is on the rise and is seen as both a result and a cause of mental and behavioral health challenges, and there is an urgent shortage of supportive housing for people with behavioral health needs.

4. Income & employment: There are disparities in economic security across the Washington region. Poverty rates are higher in urban cores as well as more isolated rural areas. Income also varies considerably — for example, median household income of Black and American Indian/Alaska Native residents of King County is around half that of white and Asian residents. Unemployment, which had soared in spring 2020 because of the COVID-19 pandemic, was nearly back to pre-pandemic levels as the economy opened back up. However, there have been complex issues for people re-entering the workforce, including need for child care, the desire to explore new career pathways, and for employers, vaccine mandates that had an impact on hiring. The high cost of living in the region remains a challenge, with disruptions in schooling for children in families having to move often as they seek affordable housing.

5. Structural racism: The consistent disinvestment in communities of color and the way systems are set up to benefit some people and not others underlie all other health concerns. The COVID-19 pandemic and Black Lives Matter movement have revealed how oppression shows up in different forms in Washington, from disproportionate arrests of people of color to the devastating impact of the pandemic on the Native Hawaiian/Pacific Islander community. Home ownership is comparatively low in areas that were “redlined” in Seattle, Tacoma, and Spokane in the 1930s, and many of these same neighborhoods are today at greater risk of exposure to lead and air pollution. Power imbalances endure, including in rapidly diversifying communities where decision making bodies are not necessarily reflective of the communities they serve. As one nonprofit leader said, “The root is racism. We need to be intentional and explicit about naming it.”

6. Food insecurity: Before the COVID-19 pandemic, around 10 percent of Washington state households were considered food insecure; by July 2021 the proportion had more than doubled. Many families rely on school meals programs to ensure their children are not hungry; when classes were virtual only, schools had to pivot to alternative methods of supplying food and not all children were reached. As school resumed in person in fall of 2021, around a quarter of Washington students in grades 8, 10, and 12 (and more than 40 percent of 6th graders) were worried about not having enough food to eat as a result of the pandemic. Food banks experienced unprecedented demand at the beginning of the pandemic, and many did not have the capacity to serve increased community needs; a number of nonprofit organizations that had never done so before began providing food to directly to individuals and families as well as supplementing local food distribution networks.

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 Washington implementation strategies

Kaiser Permanente Washington 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 Washington will draw on a broad array of organizational resources, such as grantmaking and leveraged assets, as well as internal Kaiser Permanente programs. Kaiser Permanente Washington 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
			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)
	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 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: 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
		Thrive Local: Maximizing the Value of the Network	Strengthen community networks by supporting community or navigation centers, community advisory councils, and interoperability with other systems
	School-aged youth have increased access to health care in a low barrier setting	School-based Health Care	Support the launch of new school-based health centers and promote effective models for school-based health services
	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

Priority health need	Expected impact	Focus	Strategy
2. 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
		Provide mini-grants to schools and districts for infrastructure gaps and supplementary training	
	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 well-being and have access to high quality, culturally relevant behavioral health care services when needed	Mental Health & Wellness	Increase access to culturally relevant behavioral health care services for low-income and vulnerable populations
3. 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
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
			Support the Kaiser Permanente Health Equity Scholars program
		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
			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	Support housing, workforce development, or other organizations to embed or enhance financial coaching services	
	Economic Opportunity: Quality Jobs & Careers	Support workforce development partners to develop and implement job training and placement programs, including pre-apprenticeship programs	
Safe, healthy, and supportive learning environments for all students, staff, and teachers	Thriving Schools: Movement building: Strengthen the field	Support organizations that promote and/or activate the 10-year roadmap created by the National Healthy Schools Collaborative	

Priority health need	Expected impact	Focus	Strategy
5. Structural racism	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
	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
	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
		Equity: Community Power Building	Support Black, Indigenous, People of Color (BIPOC)-led organizations, with an emphasis on Black-led
6. Food insecurity	Safe, healthy, and supportive learning environments for all students, staff, and teachers	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
	All people have consistent access to affordable healthy food	Food for Life: Meal/Nutrition Distribution	Support organizations that distribute food such as medically tailored meals, prepared food, produce, or other food and meals to school children, families, and those in underserved communities
		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: Policy and Research	Support local and state policy, research, and advocacy organizations leading efforts that have a direct impact on community food security strategies

Kaiser Permanente Washington 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 Washington does not plan to address

Kaiser Permanente Washington is addressing all of the significant needs identified in the 2022 CHNA.