



Kaiser Foundation Hospital – Northern California Region

2014 COMMUNITY BENEFIT YEAR-END REPORT AND 2014-2016 COMMUNITY BENEFIT PLAN

OAKLAND



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INTRODUCTION

This is the nineteenth *Consolidated Community Benefit Plan* prepared by Kaiser Foundation Hospitals (KFH), a California nonprofit public benefit corporation, and submitted to the Office of Statewide Health Planning and Development (OSHPD) in compliance with Senate Bill (SB) 697, Chapter 812, Statutes of 1994, Health and Safety Code Section 127340 et seq. The *Consolidated Community Benefit Plan 2015* includes a hospital-specific Community Benefit Plan for each of the 35 hospitals owned and operated by KFH in California.

DEVELOPMENT OF A CONSOLIDATED COMMUNITY BENEFIT PLAN

Throughout 2014, the 35 hospitals undertook activities and projects to address selected priority needs identified in 2013 in their respective communities. This report documents the results of these efforts. The process of producing the KFH *Consolidated Community Benefit Plan 2015* includes the following activities:

- Development and distribution of internal guidelines for preparation of KFH Community Benefit year-end reports and updates that incorporate SB 697 requirements and OSHPD guidelines
- Preparation of individual KFH Community Benefit plans and year-end reports by local staff responsible for planning, implementing, and evaluating Community Benefit activities, programs, and services
- Review of 2014 year-end results by Northern and Southern California Regional Community Benefit Departments, and National Community Benefit, which included verification of total benefits, such as cash contributions, and donated equipment and supplies
- Update of hospital facts, metrics, and service area maps based on data obtained from various Kaiser Permanente departments such as Planning and Analysis, Human Resources, Management Information and Analysis, and others
- Allocation and reporting of the economic value of Community Benefit provided by each hospital, based on the SB 697 reporting categories (Table 2 in each hospital chapter)
- Preparation of consolidated information and description of key Community Benefit programs, services, and activities for Kaiser Foundation Hospitals in California, based on the SB 697 reporting categories

The *Consolidated Community Benefit Plan 2015* was produced by Northern California Region Community Benefit and Southern California Region Community Benefit. However, preparation of this report would not have been possible without the valuable assistance of local Community Benefit and Public Affairs staff throughout California.

CONTENTS OF THE COMMUNITY BENEFIT PLAN

CHAPTER I: HISTORY AND ORGANIZATIONAL STRUCTURE OF KAISER PERMANENTE

- History of Kaiser Permanente and a description of its organizational structure at the regional and national level

CHAPTER II: MISSION STATEMENT AND COMMITMENT TO THE COMMUNITY

- Mission statement of KFH and Kaiser Foundation Health Plan, Inc. (KFHP), and information on Kaiser Permanente's commitment to the communities it serves

CHAPTER III: COMMUNITY BENEFIT PROVIDED IN 2014

- Statewide and individual hospital Community Benefit provided by KFH in 2014, including descriptions of related activities and programs, as well as financial information based on the SB 697 reporting categories (Tables A and B).

CHAPTER IV: 2014–2016 COMMUNITY BENEFIT PLANS AND 2014 YEAR-END RESULTS

- The introduction includes a brief overview of what is contained in the year-end reports and plan updates.
- There is a section for each of the 35 hospitals, in alphabetical order.
- Each hospital section includes a list of selected demographic and socioeconomic statistics about the area served, a few key hospital facts, a list of the hospital's leaders, a service area map, a list of cities and communities served, a link to the 2013 Community Health Needs Assessment (CHNA) on the [Kaiser Permanente Share Site](#) website and a description of the 2014–2016 Community Benefit Plan, along with 2014 year-end results.
- Each hospital section contains two tables. One provides metrics for some programs in the Community Benefit portfolio (Table 1) and the other enumerates the total Community Benefit provided in 2014 (Table 2).

CHAPTER I: HISTORY AND ORGANIZATIONAL STRUCTURE OF KAISER PERMANENTE

HISTORY AND ORGANIZATIONAL STRUCTURE OF KAISER PERMANENTE

Kaiser Permanente is an integrated health care delivery system. For nearly 70 years, Kaiser Permanente has been dedicated to providing high-quality, affordable health care services and to improving the health of our members and the communities we serve. Today we serve approximately 9.6 million members in eight states and the District of Columbia. Kaiser Permanente is dedicated to improving the health of our communities through broad coverage, high-quality care and continuous quality improvement and innovation in the care we deliver, clinical research, workforce development, health education, and the support of community health interventions.

Kaiser Permanente started in 1933 as a prepaid program to finance and provide health care services to workers on a remote construction project in the Southern California desert. It later expanded to include coverage for workers and their families during construction of the Grand Coulee Dam in Washington State. During World War II, Kaiser Permanente provided health care services to employees at Kaiser shipyards and steelmaking facilities, who were union members primarily, and to their families.

An innovative Labor Management Partnership (LMP) among Kaiser Permanente workers, managers, and physicians honors the early cooperative spirit between the company and its union employees. The LMP is the largest and most comprehensive partnership of its kind, covering more than 100,000 union-represented employees and their managers and yielding superior health care results in a high-performance workplace.

Kaiser Permanente has been actively involved in the community for decades. Since its beginning, Kaiser Permanente's philosophy has reflected the belief that effective preventive health care does not begin and end with an individual's well-being, but includes promoting and supporting healthy, stable communities.

Kaiser Permanente is organized in each operating region by three separate but closely cooperating entities: comprised of KFH and KFHP (nonprofit public benefit corporations and exempt organizations under Section 501(c)(3) of the Internal Revenue Code), and a separate Permanente Medical Group (PMG) in each region in which Kaiser Permanente operates. These entities share responsibility for organizing, financing, and delivering quality, prepaid health care to members and the community at large.

NATIONAL STRUCTURE

KFHP and KFH (collectively KFHP/H) are governed by a 14-member Board of Directors; individuals from academia and private industry who are representative of the community. Bernard J. Tyson is Chief Executive Officer and Chairman for both organizations. Corporate headquarters for Kaiser Permanente is in Oakland, California.

KFH accepts responsibility to provide or arrange necessary hospital services and facilities for members. Staff privileges are available on a nondiscriminatory basis to physicians in the communities served. KFH also contracts with other community hospitals to provide hospital services to members for specialized care and other services.

REGIONAL STRUCTURE IN CALIFORNIA

In California, KFHP and KFH divide their operations into two separate regions, Northern California Region (NCR), headquartered in Oakland and Southern California Region (SCR) in Pasadena, each with its own president.

Four separate legal entities are responsible for managing the integrated health care system in California: KFHP; KFH; The Permanente Medical Group, Inc. (TPMG), which contracts with KFHP in Northern California; and Southern California Permanente Medical Group (SCPMG), which contracts with KFHP in Southern California. Kaiser Permanente also provides

medical services to members in one non-hospital service area, Kern County, where SCPMG physicians provide primary and specialty care for members, and KFH contracts for hospital services.

The 2014 KFHP/H leadership team in Northern California includes Gregory Adams, President; Janet Liang, Chief Operating Officer; Wade Overgaard, Senior Vice President, California Health Plan Operations; Debby Cunningham, Senior Vice President, Strategy and Business Development; Michael Rowe, Senior Vice President and Chief Financial Officer; Mark Billings, Senior Vice President, Hospital and Health Plan Area Operations; Gay Westfall, Senior Vice President, Human Resources; Yvette Radford, Vice President, External and Community Affairs; Nancy Cartwright, Vice President, Communications; Sandra Golze, Vice President and Regional Counsel; Barbara Crawford, Vice President, Quality and Regulatory Services; Kevin Hart, Vice President, Business Information Officer and KP HealthConnect; Jason Hall, Vice President, Compliance and Privacy; and Ann Orders, Executive Director, Continuing Care and Health Care Reform.

The 2014 KFHP/H leadership team in Southern California includes Benjamin Chu, MD, Executive Vice President and President, Southern California and Georgia; William Caswell, Senior Vice President, Operations; Gerald McCall, Senior Vice President, Operations; George Di Salvo, Senior Vice President and Chief Financial Officer; Jodie Lesh, Senior Vice President, Strategic Planning and New Ventures; Nirav Shah, MD, Senior Vice President, Chief Operating Officer, Clinical Operations; Arlene Peasnell, Senior Vice President, Human Resources; James Crawford, Vice President, Business Information Officer; Diana Halper, Vice President Integrated Brand Communications; John Yamamoto, Vice President and Regional Counsel; Wade Overgaard, Senior Vice President, California Health Plan Operations; and, Dennis Scott, Vice President, Compliance and Privacy.

TPMG and SCPMG are responsible for the care of KFHP members and for physician recruitment, selection, and staffing. Robert Pearl, MD, is medical director and executive director of the board for TPMG. Edward Ellison, MD, is executive medical director and chairman of the board for SCPMG.

KAISER FOUNDATION HOSPITALS IN CALIFORNIA

KFH owns and operates 35 hospitals (including six licensed hospitals with multiple campuses) in California: 21 community hospitals in Northern California and 14 in Southern California, all accredited by the Joint Commission on Accreditation of Healthcare Organizations (JCAHO).

KFH hospitals are located in Anaheim, Antioch, Baldwin Park, Downey, Fontana, Fremont, Fresno, Irvine, Los Angeles, Manteca, Modesto, Moreno Valley, Oakland, Ontario, Panorama City, Redwood City, Richmond, Riverside, Roseville, Sacramento, San Diego, San Francisco, San Jose, San Leandro (replaced Hayward hospital), San Rafael, Santa Clara, Santa Rosa, South Bay, South Sacramento, South San Francisco, Vacaville, Vallejo, Walnut Creek, West Los Angeles, and Woodland Hills.

MEDICAL OFFICE BUILDINGS

In California, KFHP/H owns and leases 452 medical offices where members receive outpatient health care. Each Kaiser Permanente medical office building is affiliated with a KFH medical center.

CHAPTER II: MISSION STATEMENT AND COMMITMENT TO THE COMMUNITY

MISSION STATEMENT

Kaiser Permanente's mission statement reflects both business objectives and a longstanding philosophy of social responsibility.

*Kaiser Permanente exists to provide high-quality, affordable health care services
and to improve the health of our members and the communities we serve.*

In compliance with SB 697 legislation passed in 1994, the KFHP/H Board of Directors met on March 7, 1995, and reaffirmed that:

KFH is a nonprofit public benefit corporation not organized for the private gain of any person and that, as set forth in its Articles of Incorporation and Bylaws, its principal purpose is to provide hospital, medical and surgical care, including emergency services, extended care and home health care, for members of the public, without regard to age, sex, race, religion or national origin or for the individual's ability to pay. The corporation's related purposes are to educate and train medical students, physicians and other health care professionals, and students in the healing arts; to conduct, promote and encourage educational and scientific research in medicine and related sciences, and medical and nursing education; and to support such other charitable, scientific, educational and hospital endeavors as the corporation may deem advisable and as are consistent with this corporation's tax-exempt nonprofit status. The corporation also makes available professional staff privileges to practitioners in the community.

NATIONAL COMMITMENT TO COMMUNITY BENEFIT

Community Benefit is central to Kaiser Permanente's mission. We believe good health is a fundamental aspiration of all people. We recognize that promotion of good health extends beyond the doctor's office and the hospital. Like our approach to medicine, our work in the community takes a prevention-focused, evidence-based approach. To be healthy, people need access to healthy and nutritious food in their neighborhood stores, clean air, successful schools, and safe parks and playgrounds. Good health for the entire community also requires a focus on equity as well as social and economic well-being.

We focus our work on three broad areas:

- Providing access to high-quality care for low-income, underserved people
- Creating safe, healthy communities and environments where people live, work, and play
- Developing important new medical knowledge and sharing it widely with others and training a culturally competent health care workforce of the future

Across these areas, we work to inspire and support people to be healthier in all aspects of their lives, and build stronger, healthier communities.

In pursuit of our mission we go beyond traditional corporate philanthropy and grant-making to leverage our financial resources with medical research, physician expertise, and clinical practices. In addition to dedicating resources through Community Benefit, we also leverage substantial additional assets that improve community health, including our purchasing practices, our environmental stewardship efforts and workforce volunteerism.

For many years, we have worked collaboratively with other organizations to address serious public health issues such as obesity, access to care, and violence. We have conducted CHNAs to better understand each community's unique needs and resources. The CHNA process informs our community investments and helps us develop strategies aimed at making long-term,

sustainable change—and it allows us to deepen the strong relationships we have with other organizations that are working to improve community health.

The KFHP/H Board of Directors has a standing Community Benefit Committee that oversees the program wide Community Benefit program. This includes the review and approval of certain community benefit plans and regulatory reports. Kaiser Permanente also has a national executive of KFHP and KFH to lead Kaiser Permanente's Community Benefit Program as a full-time assignment. Raymond J. Baxter, PhD, is the Senior Vice President for Community Benefit, Research, and Health Care Policy. He reports to the CEO and Chairman of the Board.

KAISER PERMANENTE'S COMMITMENT TO COMMUNITY BENEFIT IN CALIFORNIA

The Community Benefit commitment is reflected in all levels of the organization:

- Regional Community Benefit Governance Teams include senior-level executives representing KFHP/H and SCPMG or TPMG. Each team is responsible for setting strategic direction for Community Benefit activities, approving new initiatives, setting annual spending targets, and monitoring Community Benefit outcomes and results in the region.
- Regional Community Benefit leaders and staff coordinate and implement Community Benefit programs and initiatives with program managers, staff the Community Benefit governance team, and frame policy directives in Northern and Southern California.
- Local staff at the hospital and/or Area level are responsible for implementing and reporting on Community Benefit programs and services that address local needs.

CHAPTER III: COMMUNITY BENEFIT PROVIDED IN 2014

This chapter includes descriptions of all Community Benefit programs and services provided by Kaiser Permanente in 2014. In addition, financial information is listed in two tables located at the end of this chapter. Table A itemizes total Community Benefit provided by KFH for California in accordance with the SB 697 framework. Table B shows total Community Benefit provided by each hospital.

METHODOLOGY

DEFINITION OF COMMUNITY

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

CATEGORIZATION OF SERVICES

Each KFH Community Benefit program and service included in this plan was aligned with and reported under the most appropriate SB 697 category, which are as follows:

- Medical Care Services for Vulnerable Populations
- Other Benefits for Vulnerable Populations
- Benefits for the Broader Community
- Health Research, Education, and Training Programs

DOCUMENTATION AND ALLOCATION OF EXPENDITURES

Total Community Benefit expenditures are reported for the 35 NCR and SCR hospitals as follows:

- Quantifiable Community Benefit such as facility use and in-kind donations are included if funded by KFH, provided in a KFH facility, or are part of a KFH Community Benefit Plan.
- Medical care services for vulnerable populations include unreimbursed inpatient costs for participation in Kaiser Permanente-subsidized and government-sponsored health care insurance programs.
- The unreimbursed portion of medical, nursing, and other health care profession education and training costs are included.

Resource allocations are reported, as follows:

- Financial expenditures are reported in exact amounts, if available, by hospital service area.
- If exact financial expenditure amounts were not available by hospital service area, then regional expenses were allocated proportionally on the basis of KFHP membership or other quantifiable data, such as the number of Kaiser Permanente Educational Theatre performances presented or Summer Youth students employed within each hospital area's community at large.

SUMMARY OF KAISER FOUNDATION HOSPITALS COMMUNITY BENEFIT

STATEWIDE BENEFITS

In 2014, KFH provided a total of \$730,254,093 in Community Benefit for Californians, supporting a wide range of community projects, medical care services, and research and training for health and medical professionals. As shown in Table A (page

19), most Community Benefit funds were used to subsidize inpatient medical care services for vulnerable populations (\$553,820,294) and for health research, education, and training programs (\$113,438,221). KFHP also expended \$49,460,777 on other benefits for vulnerable populations and \$13,534,802 on projects benefiting the broader community.

BENEFITS BY HOSPITAL SERVICE AREA

Table B shows total Community Benefit contributions made in 2014 by the 35 hospitals. Totals reflect differences among hospitals, including geographic location, size, Health Plan membership, Community Benefit programs and services provided, and diversity of population. More detailed information, including individual hospital reports, is included in Chapter IV.

DESCRIPTION OF COMMUNITY BENEFIT PROGRAMS AND SERVICES

The Kaiser Permanente Community Benefit programs and related services described in this section are aligned with the SB 697 framework. Most correspond directly to the line items listed in Table A in Chapter III and Table 2 in the individual hospital sections, which include financial information for 2014.

MEDICAL CARE SERVICES FOR VULNERABLE POPULATIONS

Providing charitable care for the underinsured and uninsured, as well as services to beneficiaries of publicly financed health care programs, is an important element of the KFHP/H social mission. In 2014, KFHP spent a total of \$503,577,573 on unreimbursed medical care for vulnerable populations.

For the purpose of this plan, KFHP has quantified the unreimbursed costs of medical services provided in its hospitals to the underinsured and uninsured through government programs funded at the federal and state levels as well as Kaiser Permanente's own charity care programs. Government-funded programs include Medi-Cal Managed Care, Medi-Cal Fee-For-Service, and Healthy Families Program. KFHP provides charity care through its Charitable Health Coverage and Medical Financial Assistance programs. Services provided to prepaid Medicare, Major Risk Medical Insurance Program (MRMIP), and Access for Infants and Mothers (AIM) beneficiaries are not reported.

MEDI-CAL

KFHP serves Medi-Cal beneficiaries in two ways. Some recipients are enrolled as KFHP members through Medi-Cal managed care contracts; other Medi-Cal beneficiaries receive health care services on a fee-for-service basis. In both cases, the cost of inpatient services provided exceeds the capitation or revenue received.

- **Medi-Cal Managed Care:** KFHP provides comprehensive inpatient and outpatient care to Medi-Cal managed care members in California through various local and state government entities. In Northern California, the local initiatives and county-organized systems are Alameda Alliance, Contra Costa Health Plan, SF Health Plan, Santa Clara Family Health Plan, Partnership Health Plan of CA, Health Plan of San Mateo, Health Plan of San Joaquin, and CalViva Health. In Southern California, KFHP subcontracts with local initiatives in Los Angeles, Riverside, San Bernardino, Ventura, and Orange counties, and contracts directly with the state of California through the Geographic Managed Care Plan in San Diego County. In 2014, KFHP/H provided comprehensive inpatient and outpatient care to approximately 471,569 Medi-Cal managed care members.
- **Medi-Cal Fee-For-Service:** KFHP provides subsidized health care on a fee-for-service basis for Medi-Cal beneficiaries not enrolled as KFHP members. Reimbursement for some services usually is significantly below the cost of care and is considered subsidized care to non-member Medi-Cal fee-for-service patients.

CHARITABLE HEALTH COVERAGE PROGRAMS

Through Kaiser Permanente's Charitable Health Coverage Programs, approximately 73,927 low-income adults and children, who are ineligible for other public or private health insurance, receive subsidized coverage from Kaiser Permanente each year.

In addition, Kaiser Permanente Northern California Region also provided health coverage to 2,667 Healthy San Francisco members. Healthy San Francisco, operated by the San Francisco Department of Public Health (SFDPH), provides health care services to uninsured San Francisco residents regardless of immigration status, employment status, or pre-existing medical conditions. The 2014 Healthy San Francisco Medical Home Network consisted of SFDPH and San Francisco Community Clinic Consortium clinics, private physician groups, and other providers, including Kaiser Permanente.

MEDICAL FINANCIAL ASSISTANCE

Improving health care access for those with limited incomes and resources is fundamental to Kaiser Permanente. The Medical Financial Assistance program (MFA) helps low-income, uninsured, and underserved patients receive access to care. MFA provides temporary financial assistance or free care to patients who receive health care services from our providers, regardless of whether they have health coverage or are uninsured. MFA is open to eligible patients (members and nonmembers) who meet financial guidelines based on household size and income and have exhausted all means of private or public health care coverage. Patients apply for MFA in one or more ways, including accessing a hard copy of an application form, through Web access or an online application, or through financial counseling services. The program also includes support for community MFA programs and support for charity care programs at community hospitals. Community MFA programs are designed to enable access to health care through coordination with community-based organizations that address the health needs of the community's low income populations. In some instances, the program also provides financial resources to local community hospitals to support their charity care programs. In 2014, KFH contributed \$188,556,192 to help patients with limited or no resources pay for care provided in KFH facilities.

GRANTS AND DONATIONS FOR MEDICAL CARE SERVICES

KFH donated \$50,242,721 to nonprofit and community-based agencies in California to support the delivery of medical care by community providers. This effort is designed to provide support for community clinics and other safety net provider to build capacity for improving access and quality care infrastructure. It also extends partnerships to health departments and public hospitals. Funding areas include, but are not limited to, chronic disease management, access to specialty care, homeless services, quality improvement, access to primary care, HIV/AIDS, and general operating support.

OTHER BENEFITS FOR VULNERABLE POPULATIONS

In 2014, KFH donated \$49,460,777 to benefit vulnerable populations through a number of programs, including Educational Outreach Program, INROADS, Summer Youth, Watts Counseling and Learning Center, and grants and donations for community-based programs.

KAISER PERMANENTE EDUCATIONAL OUTREACH PROGRAM

Educational Outreach Program (EOP) provides education and support services, primarily for Latino families, in the San Gabriel Valley section of Los Angeles County. The focus of EOP is to provide programs and activities that improve school performance, promote family communication, teach skills that are needed to meet various life tasks and alleviate stress, create opportunities for the development of leadership skills for both youth and their parents so they can address issues that impact their community, and increase awareness of professional opportunities in the health field for young people. Programs offered include homework assistance and study skills classes, reading improvement classes, mother-daughter workshops, assessment of mental health needs in the community, and summer enrichment sessions. EOP provided services to a total of 1,243 clients.

KAISER PERMANENTE WATTS COUNSELING AND LEARNING CENTER

Since 1967, Watts Counseling and Learning Center (WCLC) has been a valuable community resource for low-income, inner-city families in South Los Angeles. WCLC provides mental health and counseling services, educational assistance for children with learning disabilities, and a state-licensed and nationally accredited preschool program. In addition, WCLC operates several outreach programs, including Kids Can Cope support groups (for children whose siblings or parents have cancer), pre-employment training for high school youth, scholarships for high school students, and training for graduate social work interns from local universities. In 2014, WCLC provided services to a total of 1,234 individuals.

YOUTH EMPLOYMENT PROGRAMS

KFH participates in two programs that benefit disadvantaged youth—L.A.U.N.C.H (Learn About Unlimited New Careers in Healthcare) Summer Youth Employment Program (SYEP) and L.A.U.N.C.H. College Internship Program. These programs offer employment, mentoring, and training opportunities, as well as potential full-time employment upon completion. In 2014, 583 young people were employed through them.

- ***Kaiser Permanente L.A.U.N.C.H. SYEP:*** Kaiser Permanente L.A.U.N.C.H. SYEP offers paid summer work to underrepresented youth at Kaiser Permanente facilities throughout California. Interns participate in a variety of administrative and operational support positions. In addition to their work assignments, SYEP Interns participate in educational sessions and motivational workshops to enhance job skills and work performance, and to learn about careers in health care.
- ***Kaiser Permanente L.A.U.N.C.H. College Internship Program:*** This unique program is designed to provide students with practical experience in the health care field and to offer successful participants exciting career opportunities following graduation. Kaiser Permanente is dedicated to helping underrepresented college students of color develop into a powerful, multicultural workforce that delivers quality, cost-effective, and culturally responsive care to the diverse communities we serve. Through the Kaiser Permanente L.A.U.N.C.H. College Internship Program, we are making a solid investment in developing health care leaders capable of guiding us into the future. Kaiser Permanente College Internship Program interns discover a chance to develop their skills in a supportive environment. We offer a variety of health care internships that are designed to provide the practical background, support network, and knowledge that interns will need to succeed in their chosen field.

GRANTS AND DONATIONS FOR COMMUNITY-BASED PROGRAMS

KFH donated \$27,237,587 to community organizations to support a variety of programs and services for vulnerable populations in California. Through this funding category, KFH supports Community Health Initiatives (CHI). Kaiser Permanente has a longstanding focus on healthy eating, active living (HEAL) programs and other interventions designed to combat increased obesity rates. CHI supports efforts by community providers and coalitions to implement community-wide medical, environmental, and social changes that can help decrease obesity. CHI also supports efforts that address and promote community safety.

BENEFITS FOR THE BROADER COMMUNITY

In 2014, KFH spent \$13,534,802 on programs and services to benefit the broader community, including health education and community wellness programs, Educational Theatre, donations of surplus equipment and supplies, facility use, and grants and donations that support the broader community.

COMMUNITY HEALTH EDUCATION AND HEALTH PROMOTION PROGRAMS

This program provides health education programs, materials, and services and conducts training sessions for California's diverse communities. The goal is to improve health and prevent disease in families and individuals of all ages by conducting appropriate health education interventions and by sharing Kaiser Permanente's health education resources. These programs widely disseminate quality health education materials, resources, and services to the community, including online resources such as the health encyclopedia and Healthwise Self-Care Tip Sheets. Programs offered include asthma management in children, breastfeeding, HIV prevention, better nutrition and lifestyle, coping with chronic diseases, and seniors' movement programs. Continuing Education courses and skill training sessions are also provided to community health care providers. Many of the programs and resources are provided in partnership with community groups, community clinics, libraries, nonprofit organizations, cable television channels, and schools. In 2014, Regional Health Education provided more than 300 activities—responding to requests for materials, trainings, presentations, event staffing, technical assistance, and publication development—that reached more than 224,000 community members.

KAISER PERMANENTE EDUCATIONAL THEATRE (KPET)

KPET uses live theatre, music, comedy, and drama to inspire children, teens, and adults to make healthier choices and better decisions about their well-being. Its award-winning programs are as entertaining as they are educational and were developed with the advice of teachers, parents, students, health educators, medical professionals, and skilled theatre artists. Professional actors who are also trained health educators deliver all performances and workshops. KPET programs share health information and develop individual and community knowledge about leading healthier lives. Now in its 28th year, it continues to provide programs free of charge to schools and the general community. In addition to performances and classroom workshops, KPET supplies schools and organizations with supplementary educational materials, including workbooks, parent and teacher guides, and student wallet cards. All materials are designed to reinforce the messages presented in the programs.

In 2014, KPET provided programs throughout Kaiser Permanente Northern California that align with our Community Health Initiatives. In fact, 80% of KPET's total services in 2014 were in support of CHI or other area and regional strategies. KPET staff also communicated with CB managers and area staff to discuss potential school and community partnerships. In 2014, KPET developed twelve new partnerships and served more than 297,037 children and adults through 1,144 events, which ranged from school performances and workshops to community presentations and trainings.

In NCR, KPET offered the following services in 2014 for elementary schools: *The Best Me Assembly*, a performance for grades K to 6 with a targeted focus on healthy eating and active living; *The Best Me Program*, a weeklong program encouraging healthy eating and an active lifestyle through an educator orientation, grade-specific assemblies, workshops, Family Night, and educator guides; and *Peace Signs*, a conflict resolution and violence prevention program providing multiple interventions with schools, upper elementary school students, and their families.

For middle school students, KPET offered *Nightmare on Puberty St.*, a humorous yet serious presentation about the joys and angst of adolescence. For high school students, KPET offered *Secrets*, an HIV/STIs education drama. KPET also continued to offer its highly requested Community Troupe programs – All-Star Mascot Show, Kids' Course, Mascot Ambassadors of Health and Wellness, and Lotería – as well as customized workshops and activities.

In SCR in 2014, 217,035 children and adults attended one of 1,397 KPET performances. For the past several years, KPET has provided MPOWR (empower), a summer enrichment program that challenges students to explore health via self-expression through art, music, theatre, and movement. Ongoing partnerships include WCLC, Madison Middle School in North Hollywood, and the Boys and Girls Club of Redlands. MPOWR is facilitated by KPET actor-educators and culminates with a showcase of student work at each location. The repertoire for KPET in SCR also includes the following multifaceted programs:

- The **Healthy Eating Active Living Program** (grades 4-5) is a multifaceted offering that includes the play, *Game On* and two supporting student workshops. Key topics include eating a balanced meal, choosing water over sugary beverages, the importance of active play and the power of media advertising.
- The **Adolescent Bullying Prevention Program** (grades 6-8) consists of the play, *Someone Like Me*. The program is a springboard for discussions between students and teachers, parents and trusted adults. Key topics include; rumors and gossip are a form of bullying, the prevalence of bullying using social media, and, in middle school, the developmentally appropriate choice is abstinence. At the end of each performance, the actor-educators are available to the students for one-on-one sessions and are trained to bridge students to school personnel if necessary.
- The **STD Prevention Program** (grades 9-12), *What Goes Around*, provides information about HIV, AIDS and sexually transmitted diseases (STDs). The play gives insight into the lasting impact one person's choice can make on the lives and health of many. Key topics include the option of abstinence and the importance of testing and prevention. At the end of each performance, the actor-educators facilitate a question and answer session.

GRANTS AND DONATIONS FOR THE BROADER COMMUNITY

KFH donated \$2,181,323 to nonprofit organizations to help educate health care consumers about managing their own health and making informed decisions when obtaining services; to develop, produce, and communicate health care-related public policy; and to support a variety of other programs and services aimed at the general well-being of the community.

FACILITY USAGE, SURPLUS EQUIPMENT, SUPPLIES, AND OTHER IN-KIND DONATIONS

Many community organizations use meeting rooms at KFH facilities free of charge. KFH also donates surplus hospital and office equipment, furniture, health education materials, linens, and other items and materials to nonprofit organizations throughout California.

HEALTH RESEARCH, EDUCATION, AND TRAINING PROGRAMS

KFH is committed to improving the health and well-being of community members by educating and training physicians and other health care professionals, conducting medical and health services research, and disseminating information. In 2014, KFH spent \$113,438,221 on education and training for nurses, physicians, other health care professionals, and health and nursing research.

PROVIDER EDUCATION AND TRAINING

KFH provides education and training for medical interns and residents, as well as for nurses and other health care professionals, and offers continuing medical education for SCPMG, TPMG, and general community physicians.

GRADUATE MEDICAL EDUCATION (GME)

In 2014, KFH contributed \$68,280,310 to educate more than 2,845 interns and residents in California. GME programs develop a pool of highly skilled physicians for Kaiser Permanente and the broader community. Most medical residents study within the primary care medicine areas of Family Medicine, Internal Medicine, Obstetrics and Gynecology, Pediatrics, Preventive Medicine, and Psychiatry. As part of their training, residents participate in rotations at school-based health centers, community clinics, and homeless shelters.

COMMUNITY MEDICINE FELLOWSHIP

The Community Medicine Fellowship is implemented by the SCR Residency Program to provide care for underserved populations. Fellows provide direct patient care and mentor residents and medical students in the provision of care in a variety of settings, including community health clinics, homeless shelters, and local schools. Program participants collaborate with local health department physician leaders to develop programs that address community health concerns and provide lectures for local medical students with the focus on inspiring interest in the provision of primary care.

OLIVER GOLDSMITH SCHOLARSHIP PROGRAM

The Oliver Goldsmith Scholarship Program in SCR is dedicated to the promotion and advancement of culturally responsive care. Fourteen scholarships are awarded annually to medical students entering their third or fourth year of study who have demonstrated commitment to diversity through community service, clinical volunteerism, leadership, or research. Scholarship recipients participate in clinical rotations at Kaiser Permanente facilities to observe SCPMG how physicians deliver culturally responsive care.

NURSING EDUCATION AND TRAINING

KFH offers several programs, many in partnership with colleges and universities, to increase the number of registered nurses and those with advanced nursing degrees.

KAISER PERMANENTE SCHOOL OF ANESTHESIA FOR NURSES

Founded in 1972, the school provides graduate-level education for nurse anesthetists. In partnership with California State University, Fullerton, the school offers a two-year sequential academic and clinical graduate program for nurses with a

baccalaureate degree. Students earn a master of science in nursing with a clinical specialty in anesthesia. In 2014, there were 69 student participants. In SCR, the school has partnerships with a number of public and community hospitals to provide additional clinical rotation opportunities for students. Scholarships for students are available through National Black Nurses Association and American Association of Nurse Anesthetists Foundation. In addition, the school partnered with Pasadena City College to develop the first anesthesia technician associate degree program in the nation. The anesthesia technician program prepares students for eligibility to take and pass the American Society of Anesthesia Technologists and Technicians (ASATT) National Certification Examination to become certified as an anesthesia technologist. A certificate of achievement and an associate of science degree are awarded upon successful completion of the curriculum. Eleven students participated in the program in 2014.

CALIFORNIA NURSING ANESTHESIA COLLABORATIVE PROGRAM – (CNACP)

CNACP provides education and financial assistance to students pursuing a master's degree in nurse anesthesia. CNACP faculty (clinical and academic) are graduates of the Samuel Merritt University (SMU) program and serve as resources for lifelong learning within perioperative medicine departments throughout NCR. In 2014, 391 students participated in the program.

KAISER PERMANENTE DELORAS JONES NURSING SCHOLARSHIP PROGRAM

Kaiser Permanente provides financial assistance to students enrolled in California nursing programs. The scholarships encourage and support recipients to become registered nurses or to pursue advanced nursing degrees. Scholarships are based primarily on financial need and are awarded in several categories: underrepresented minorities, academic excellence, nursing as a second career, and graduate nursing degrees. In 2014, 202 scholarships totaling \$361,000 were awarded.

NARROWING THE STUDENT NURSE PREPARATION PRACTICE GAP PROGRAM

In Southern California, this work-study program partners with university and college nursing programs to improve clinical outcomes and assist with professional growth. Senior students incorporated curriculum study with clinical experiences with nursing professional partners and regional education residents to narrow the student nurse preparation to practice gap. In 2014, a total of 83 students were assigned to KFH-Downey and KFH-San Diego facilities. Academic partners included but were not limited to Grossmont Community College, Mira Costa Community College, Point Loma Nazarene University, San Diego State University, San Diego City College, and Santa Monica Community College. In 2014, a total of 83 students were assigned to KFH-Downey and KFH-San Diego facilities. Academic partners included but were not limited to Grossmont Community College, Mira Costa Community College, Point Loma Nazarene University, San Diego State University, San Diego City College, and Santa Monica Community College.

TECHNICAL PROVIDER EDUCATION AND TRAINING

KFH provides postgraduate education and training, including internships, to non-physician health care professionals in medical technology, pharmacy, physical therapy, psychology, and radiology. The programs are administered regionally. Some programs offer students a small monthly stipend.

KAISER PERMANENTE SCHOOL OF ALLIED HEALTH SCIENCES – (KPSAHS)

KPSAHS is located in Richmond, California and was established in 1989 as a radiology program in response to the severe shortage of radiologic technologists. KPSAHS eventually expanded the school to include 18-month programs in sonography, nuclear medicine, and radiation therapy. In addition, the school provides courses in anatomy and physiology and advanced/basic phlebotomy. KPSAHS offers educational programs and promotes learning to develop a skilled allied health workforce and to improve the quality of and access to health care services in the communities we serve.

KAISER PERMANENTE MENTAL HEALTH TRAINING PROGRAM

In Northern California, Kaiser Permanente's Mental Health Training Programs train mental health professionals and provide internships and residencies in a variety of postgraduate specialty areas. Internships in pre and post-master's level mental health services include Clinical Social Work and Marriage & Family Therapy (MFT). Participating interns are enrolled in or have completed either a master degree program in Social Work (MSW), or a master's degree program in Counseling Psychology, leading to an MFT license. Internships in Psychology require enrollment in American Psychological Association

(APA)-accredited Ph.D., Psy.D. or Ed.D. programs in Counseling or Clinical Psychology. Postdoctoral residencies in Psychology require completion of Ph.D., Psy.D., or Ed.D. degrees in APA-accredited programs. Interns and residents receive individual and group supervision, participate in didactic seminars, and receive training in the delivery of outpatient mental health and chemical dependency services.

KAISER PERMANENTE PHARMACIST RESIDENCY PROGRAMS

Pharmacy residency programs provide one- and two-year postgraduate education and training programs to licensed pharmacists to gain additional experience and training in pharmaceutical care and administrative pharmacy services. Kaiser Permanente annually accepts students into its American Society of Health System Pharmacist or Academy of Managed Care Pharmacy accredited pharmacy residency programs, including standard post-graduate year-one programs to specialized programs in managed care, drug information, and drug distribution. The programs enable residents to meet the legal requirements in California for collaborative practice for initiating and adjusting prescription medication therapy under physician approved protocols and patient referrals. In 2014, Kaiser Permanente trained 118 students.

KAISER PERMANENTE PHYSICAL THERAPY FELLOWSHIP IN ADVANCED ORTHOPEDIC MANUAL THERAPY PROGRAM

Established in 1979 at KFH-Hayward in Northern California, this is the oldest program of its kind in the country and attracts therapists from across the nation to participate in advanced specialty training in orthopedic physical therapy. Graduates serve as clinical specialists, academic faculty, instructors for community courses, and consultants to industry.

KAISER PERMANENTE PHYSICAL THERAPY NEUROLOGY RESIDENCY

The Neurology Physical Therapy (PT) program trains neurologic residents to acquire the advanced clinical skills required to treat and manage patients with complex neurological diagnoses across the continuum of care. Neurologic PT residents participate in rotations at acute hospital inpatient, rehabilitation centers, and outpatient departments, and community clinics.

KAISER PERMANENTE PHYSICAL THERAPY CLINICAL INTERNSHIPS

This program delivers training and education to students by providing space in Kaiser Permanente-sponsored clinical training seminars and by partnering with established university training programs. Students receive education on pediatrics, sports medicine, women's health, chronic pain, autism, speech disorders, neurological physical therapy, geriatrics and orthopedics. In 2014, 361 physical therapy, occupational therapy, and speech therapy students received clinical training.

KAISER PERMANENTE PHYSICAL THERAPY ORTHOPEDIC FELLOWSHIP PROGRAM

This residency program provides education in the specialty area of orthopedic physical therapy. In 2014, the program offered 25 physical therapy residency slots at KFH hospitals in Southern California. Residents, fellows, and clinical faculty provide physical therapy services for patients. Graduates are eligible to sit for their board certification examination in orthopedic physical therapy, and apply to participate in a physical therapy fellowship program.

KAISER PERMANENTE ORTHOPEDIC FELLOWSHIP IN SPORTS REHABILITATION

This fellowship program provides education in the specialty area of sports physical therapy and rehabilitation, with a focus on advanced training in examination techniques and treatment procedures for extremity injuries in an active and post-surgical patient population with musculoskeletal conditions. There are six Orthopedic/Sports Rehabilitation Fellow slots at KFH hospitals in Southern California.

KAISER PERMANENTE SPINE REHABILITATION FELLOWSHIP PROGRAM

This fellowship program provides education in the specialty area of spine physical therapy and rehabilitation, with a focus on advanced training in examination and treatment techniques procedures and management of acute through chronic spine injuries in a patient population with musculoskeletal conditions. There are six Spine Rehabilitation fellow slots at KFH hospitals in Southern California.

KAISER PERMANENTE CLINICAL PSYCHOLOGY INTERNSHIP TRAINING PROGRAMS

This program is conducted through the Department of Psychiatry and Addiction Medicine in SCR. Pre-doctoral students enroll in the internship training programs to augment their educational experience by working in a high-quality educational environment, by having direct responsibility (under the supervision of licensed staff) for patients selected from a large and varied patient base, and by working with a multidisciplinary staff. The goal is to transition the intern from student to professional by providing training in the roles and functions of clinical psychologists. Accredited by the American Psychiatric Association's Committee on Accreditation, the program employs a multi-supervisor training process that gives interns training, supervisory, and mentoring experiences with licensed staff members of varying theoretical backgrounds and areas of expertise. KFH-Los Angeles and KFH-San Diego participate in the program with four interns in Los Angeles and eight in San Diego.

KAISER PERMANENTE RADIOLOGY TRAINING PROGRAM

Students enrolled in local community college radiology technology programs can complete their one-year clinical rotation, a requirement for certification, at KFH facilities in Southern California. The program served 170 students in 2014.

ADVANCED PRACTICE AND ALLIED HEALTH CARE EDUCATIONAL PROGRAMS

The Southern California Department of Professional Education offers educational programs designed to meet many of the primary and continuing educational needs of certified nurse anesthetists, nurse practitioners, physician assistants, certified nurse-midwives, physical therapists, occupational therapists, clinical laboratory specialists, radiology technologists, registered nurses, speech pathologists, social workers, and marriage and family counselors. In 2014, approximately 545 community participants attended one of 11 Continuing Education programs and/or symposia.

HIPPOCRATES CIRCLE

This program was designed to increase the number of minority physicians in the medical field, especially in underserved communities, by building awareness in young men and women who are members of underrepresented minority groups that a career in medicine, especially as a physician, is possible. Through the collaborative efforts of school districts, medical schools, and Kaiser Permanente physicians and staff, Hippocrates Circle strengthens the self-esteem of young people and empowers them to pursue their goals through mentorship, education, and facilitated experience. In 2014, 885 students participated in the program at various KFH locations in Southern California.

GRANTS AND DONATIONS FOR THE EDUCATION OF HEALTH CARE PROFESSIONALS

KFH spent \$2,998,373 to support the training and education of health care professionals in California. Contributions were made to a variety of nonprofit agencies and academic institutions.

HEALTH RESEARCH

Kaiser Permanente has a long history of conducting health services and medical research that address issues regarding health care policy, quality of care, and quality of life. The results have yielded findings that affect the practice of medicine within the broader health care community. In California, KFH operates three large research departments: NCR's Division of Research, established in 1961; SCR's Department of Research and Evaluation, founded in the early 1980s; and Kaiser Foundation Research Institute. In addition, KFH funds other research-related projects and programs such as nursing research.

DIVISION OF RESEARCH (DOR)

The Division of Research (DOR), Kaiser Permanente Northern California's highly regarded research center, conducts, publishes, and disseminates high-quality epidemiological and health services research to improve the health and medical care of Kaiser Permanente members and society at large. DOR conducts research among the 3+ million Kaiser Permanente members of Northern California using interviews, automated data, medical records, and clinical examinations. DOR researchers have contributed more than 3,000 papers to the medical and public health literature. Research projects encompass epidemiologic and health services studies as well as clinical trials and program evaluations. They cover a wide range of topics including cardiovascular disease, cancer, diabetes, substance abuse, mental health, maternal and child health,

women's health, health disparities, pharmaco-epidemiology, and studies of the impact of changing health care policy and practice. DOR has more than 50 research scientists, who work closely with local research institutions and organizations, including the California State Department of Health Services, University of California at Berkeley, San Francisco and Davis, and Stanford University. DOR works with Kaiser Permanente Community Benefit Programs (KPCBP) to enhance communication and collaboration between DOR and Kaiser Permanente members, community residents and other key stakeholders. Financial and other support provided by KPCBP have enabled DOR to sponsor research studies on topics which directly align with KPCBP priorities, to attract additional private funding and improve community engagement and participation in DOR activities, and to develop unique and significant resources in the Comprehensive Clinical Research Unit (CCRU) and Research Program on Genes, Environment and Health (RPGEH).

DEPARTMENT OF RESEARCH AND EVALUATION

The Department of Research and Evaluation supports Kaiser Permanente physicians and employees in conducting research through the provision of consultative, educational, and administrative services. Research and Evaluation conducts research projects initiated by team members working within the unit and in collaboration with scientists affiliated with other institutions. In 2014, there were 988 active projects and 360 published studies of regional and/or national significance.

KAISER FOUNDATION RESEARCH INSTITUTE (KFRI)

KFRI provides administrative services for medical research conducted in all Kaiser Permanente regions and is responsible for compliance with federal regulations that govern the administration and implementation of research.

NURSING RESEARCH PROGRAM

NCR's program was established to improve the health and well-being of Kaiser Permanente members and the community at-large. The nurse scientist-director supports these goals by developing and maintaining the structure and function of the Nursing Research Program to:

- Advance clinical research and evidence-based nursing practice
- Expand partnerships and program visibility
- Promote projects that are aligned with Community Benefit work stream priorities
- Maintain compliance with Protection of Human Subjects Federal Regulations and HIPPA

The Nursing Research Program provides outreach to the community at large through a website, bimonthly WebEx meeting programs, bimonthly newsletters, and the Northern California Nursing Research blog. In addition, nurses receive consultation, administrative, and technical support to conduct, publish, and disseminate research findings that improve patient care and nursing practices and contribute to the knowledge of nursing science.

In Southern California, there were 121 new, continuing, and/or completed Nursing Research Program projects and 27 studies published in 2014. Current areas of research include nursing workforce and leadership, instrument development and validation, and quality of life issues.

Table A

KAISER FOUNDATION HOSPITALS IN CALIFORNIA

COMMUNITY BENEFITS PROVIDED IN 2014

	2014 Totals
Medical Care Services for Vulnerable Populations	
Medi-Cal shortfall ¹	\$312,106,638
Charity care: Charitable Health Coverage programs ²	55,179,770
Charity care: Medical Financial Assistance Program ³	136,291,166
Grants and donations for medical services ⁴	50,242,721
Subtotal	\$553,820,294
Other Benefits for Vulnerable Populations	
Watts Counseling and Learning Center ⁵	\$3,115,721
Educational Outreach Program	914,846
Summer Youth and INROADS programs ⁶	2,520,068
Grants and donations for community-based programs ⁷	27,237,587
Community Benefit administration and operations ⁸	15,672,555
Subtotal	\$49,460,777
Benefits for the Broader Community⁹	
Community health education and promotion programs	\$1,177,528
Kaiser Permanente Educational Theatre	8,849,677
Community Giving Campaign administrative expenses	384,747
Facility, supplies, and equipment (in-kind donations) ¹⁰	199,755
Grants and donations for the broader community ¹¹	2,181,323
National board of directors fund	741,772
Subtotal	\$13,534,802
Health Research, Education, and Training	
Graduate Medical Education	\$ 68,280,310
Non-MD provider education and training programs ¹²	21,099,473
Grants and donations for the education of health care professionals ¹³	2,998,373
Health research	21,059,578
Continuing Medical Education	486
Subtotal	\$113,438,221
Total Community Benefits Provided	\$730,254,093

See endnotes on the following page.

ENDNOTES

- ¹ Amount includes hospital-specific, unreimbursed expenditures for Medi-Cal Managed Care members and Medi-Cal Fee-for-Service beneficiaries on a cost basis.
- ² Amount includes hospital-specific, unreimbursed expenditures for Other Plan members and unreimbursed inpatient expenditures for the Kaiser Permanente Child Health Program subsidy on a cost basis.
- ³ Amount includes unreimbursed care provided at this facility to patients who qualify for the Medical Financial Assistance and Indigent Care programs on a cost basis.
- ⁴ Figures reported in this section for grants and donations for medical services consist of charitable contributions to community clinics and other safety-net providers; community health partnerships and collaboratives; and special Request for Proposals to support specific health issues such as childhood obesity, asthma, etc. The amount reported reflects hospital-specific, unreimbursed expenditures. When hospital-specific expenditures were not available, dollars were allocated to each hospital based on the percentage of Health Plan members.
- ⁵ Watts Counseling and Learning Center's service expenses are divided among three hospitals: KFH-Los Angeles, KFH-West Los Angeles, and KFH-Downey.
- ⁶ Figures reported in this section are hospital-specific, unreimbursed expenditures. When hospital-specific expenditures were not available, dollars were allocated to each hospital based on the percentage of Health Plan members, or a related denominator such as the number of Summer Youth students hired.
- ⁷ Figures reported in this section for grants and donations for community-based programs consist of charitable contributions made to external nonprofit organizations for a variety of programs and services that address the nonmedical needs of vulnerable populations. The amount reflects hospital-specific, unreimbursed expenditures. When hospital-specific expenditures were not available, dollars were allocated to each hospital based on the percentage of Health Plan members.
- ⁸ The amount reflects the costs related to providing a dedicated community benefit department and related operational expenses.
- ⁹ Figures reported in this section are hospital-specific, unreimbursed expenditures. When hospital-specific expenditures were not available, dollars were allocated to each hospital based on the percentage of Health Plan members, or a number of related denominators such as the number of Educational Theatre performances or health education programs.
- ¹⁰ Amount represents the estimated value of, but is not limited to, donated surplus office and medical supplies, equipment and furniture, promotional giveaways, in-kind services, and conference meeting room usage, as recorded in the MicroEdge GIFTS database.
- ¹¹ Figures reported in this section for grants and donations for the broader community consist of charitable contributions made to external nonprofit organizations to educate health care consumers in managing their own health and making informed decisions when obtaining services; and to develop, produce, or communicate health care-related public policy information for a variety of programs and services aimed at general well-being of the community. The amount reflects hospital-specific, unreimbursed expenditures. When hospital-specific expenditures were not available, dollars were allocated to each hospital based on the percentage of Health Plan members.
- ¹² Amount reflects the net expenditures after tuition reimbursement for health professional education and training programs.
- ¹³ Figures reported in this section for grants and donations for the education of health care professionals consist of charitable contributions made to external nonprofit organizations, colleges, and universities to support the training and education of students seeking to become health care professionals such as physicians, nurses, physical therapists, social workers, pharmacists, etc. The amount reflects hospital-specific, unreimbursed expenditures. When hospital-specific expenditures were not available, dollars were allocated to each hospital based on the percentage of Health Plan members.

Table B

KAISER FOUNDATION HOSPITALS IN CALIFORNIA

HOSPITAL SERVICE AREA SUMMARY TABLE

COMMUNITY BENEFITS PROVIDED IN 2014

NORTHERN CALIFORNIA HOSPITALS		SOUTHERN CALIFORNIA HOSPITALS	
Antioch	\$15,307,183	Anaheim	\$19,049,766
Fremont	7,778,140	Baldwin Park	20,793,103
Fresno	15,079,667	Downey	32,440,702
Manteca	13,244,563	Fontana	32,502,429
Modesto	9,200,919	Irvine	8,376,896
Oakland	35,856,473	Los Angeles	45,229,057
Redwood City	7,638,605	Moreno Valley	12,137,788
Richmond	18,177,312	Ontario	15,529,302
Roseville	23,002,697	Panorama City	23,161,450
Sacramento	37,122,845	Riverside	18,775,023
San Francisco	26,325,306	San Diego	31,986,110
San Jose	16,385,403	South Bay	20,389,865
San Leandro	27,639,811	West Los Angeles	27,902,162
San Rafael	9,486,971	Woodland Hills	15,296,132
Santa Clara	26,741,062		
Santa Rosa	18,516,606		
South Sacramento	35,734,205		
South San Francisco	11,449,411		
Vacaville ¹	11,259,876		
Vallejo	23,644,399		
Walnut Creek	17,092,850		
Northern California Total	\$406,684,308	Southern California Total	\$323,569,785

CHAPTER IV: 2014 YEAR-END RESULTS AND 2014–2016 COMMUNITY BENEFIT PLANS

INTRODUCTION

During 2013, local staff at the 35 KFH hospitals in California conducted a CHNA and developed a community benefit plan. For the first time, these CHNAs and community benefit plans were developed in compliance with new federal tax law requirements set forth in Internal Revenue Code section 501(r), which requires hospital facilities owned and operated by an organization described in Code section 501(c)(3) to conduct a CHNA at least once every three years and to develop and adopt an implementation strategy (in the parlance of SB697, aka community benefit plan) to meet the community health needs identified through the CHNA. What follows is a brief description of the development of the triennial CHNA and the resulting community benefit plan as required by SB697.

COMMUNITY HEALTH NEEDS ASSESSMENT

The Patient Protection and Affordable Care Act (ACA), enacted on March 23, 2010, added new requirements, which nonprofit hospital organizations must satisfy to maintain their tax-exempt status under section 501(c)3 of the Internal Revenue Code. One such requirement added by ACA, Section 501(r) of the Code, requires nonprofit hospitals to conduct a CHNA at least once every three years. As part of the CHNA, each hospital is required to collect input from designated individuals in the community, including public health experts as well as members, representatives or leaders of low-income, minority, and medically underserved populations and individuals with chronic conditions.

While Kaiser Permanente has conducted CHNAs for many years to identify needs and resources in our communities and to guide our Community Benefit plans, the new legislation provided an opportunity to revisit our needs assessment and strategic planning processes with an eye toward enhanced compliance and transparency and leveraging emerging technologies. The CHNA process undertaken in 2013 complies with both federal requirements and SB 697 legislation.

Many KFH hospitals collaborate with community partners and/or engage a consultant to help design and implement the CHNA. Those that work collaboratively partner with a variety of entities, including community-based and faith-based organizations, hospitals, clinics, schools, churches, social service agencies, government agencies, elected officials, and other community stakeholders. KFH entities provide financial support, donate in-kind services, and/or deliver technical expertise to support the CHNA collaboration. Collaborative members participate in the overall planning and implementation of the CHNA, which includes developing quantitative and qualitative data collection strategies.

To ensure that the CHNA yields results that are as meaningful, usable, accurate, and locally specific as possible, many KFH entities use at least one of the following mechanisms to collect primary data about the communities they serve:

- *Focus groups:* This is a form of qualitative research in which a select group of people (providers, community members, community stakeholders, etc.) are asked about their perceptions, opinions, beliefs, and attitudes regarding a specific issue, service, concept, idea, etc. In the CHNA process, focus groups are typically designed to solicit information about health care issues, needs, concerns, and services in the community and are sometimes conducted in more than one language.
- *Telephone surveys or one-on-one interviews:* Whether conducted by telephone, electronically, or in person, these interviews—often with community health providers, county health officers, or other key stakeholders—are designed to gather input from those with the requisite experience and/or expertise about health care issues, needs, concerns, and services in the community. In some cases, participants receive a questionnaire in advance of the interview.
- *Site visits with grantees:* Community Benefit grantees can provide valuable input and insight about the vulnerable populations they serve, including high-risk teens, refugees and immigrants, seniors, and HIV-positive individuals. As such, grant makers often schedule onsite visits with grantees to get a first-hand look at how grant funds are making an impact. They meet with the grantee's administrators, staff, volunteers, and/or clients/patients.

In addition to primary data collection and analysis, the CHNA collaborative and/or the consultant researches existing data sources for relevant demographic and health-related statistics. Kaiser Permanente created a free, web-based data platform (www.chna.org/kp) to facilitate access to and analysis of relevant secondary data. The platform provided local data on demographics, social and economic factors, the physical environment, clinical care, health behaviors, and health outcomes. Sources for data available on the platform include, but are not limited to:

- U.S. Census Bureau
- Centers for Disease Control and Prevention (e.g., Behavioral Risk Factor Surveillance System)
- U.S. and California Departments of Education
- U.S. Department of Agriculture
- Walkscore.com 2012
- California Health Interview Survey (CHIS)
- U.S. Health Resources and Services Administration
- California Office of Statewide Health Planning and Development (OSHPD), Patient Discharge Data, 2010
- California Department of Public Health

Once the community's health problems and assets are identified through the CHNA data collection and analysis process, relevant stakeholders in each collaborative convene to discuss and analyze the information and to prioritize community health needs based on a set of criteria that included:

- Severity of issue/degree of poor performance against the benchmark
- Clear disparities/inequities
- Issue is getting worse over time/not improving
- Community prioritizes the issue over other issues
- Existing attention/resources dedicated to the issue
- Effective and feasible interventions exist
- A successful solution has the potential to solve multiple problems
- Opportunity to intervene at the prevention level

The CHNA report for each KFH hospital is posted on the [Kaiser Permanente Share Site](#).

COMMUNITY BENEFIT PLAN DEVELOPMENT

Information from the CHNA provides the foundation for how each local KFH hospital will work to improve the health status of the community through a strategic, three-year community benefit plan. Following the CHNA process, each KFH hospital convenes a committee of stakeholders to further discuss and analyze the CHNA findings with a particular focus on selecting the health needs the hospital will focus on. Planning committees include hospital administrative staff from various disciplines (e.g. medical, nursing, administrative, finance, labor, and marketing). These stakeholders help select the health needs that the KFH hospital will address using an established set of criteria, which, at a minimum, included the following:

- Magnitude/scale of the problem
- Severity of the problem
- Degree of racial/ethnic disparity
- Kaiser Permanente assets and expertise available
- Existing or promising approaches exist to address the need

Once health needs are selected, local CB staff and committees develop a community benefit plan. As part Kaiser Permanente's integrated health system, KFH hospitals have a long history of working with KFHP, TPMG, SCPMG, and

other KFH hospitals, as well as external stakeholders to identify, develop, and implement strategies to address community health needs. These strategies are developed so that they:

- Are available broadly to the public and serve low-income consumers.
- Reduce geographic, financial, and/or cultural barriers to accessing health services, and if they were no longer in place would result in access problems.
- Address federal, state, or local public health priorities
- Leverage or enhance public health department activities
- Advance increased general knowledge through education or research that benefits the public
- Address needs that would otherwise become the responsibility of the government or another tax-exempt organization

KFH hospitals are committed to enhancing their understanding of how best to develop and implement effective strategies to address community health needs and recognize that good health outcomes cannot be achieved without joint planning and partnerships with community stakeholders and leaders. As such, KFH hospitals continue to work in partnership to refine their goals and strategies over time so that they can most effectively address the identified needs.

Each KFH hospital will monitor and evaluate its proposed strategies to track implementation of those strategies and to document the anticipated impact. Monitoring plans will be tailored to each strategy and will include the collection and documentation of tracking measures, such as the number of grants made, amount of dollars spent, number of people reached/served, number and role of volunteers, and volunteer hours. In addition, KFH hospitals will require grantees to propose, track, and report outcomes, including behavior and health outcomes as appropriate. For example, outcome measures for a strategy that addresses obesity/overweight by increasing access to physical activity and healthy eating options might include number of students walking or biking to school, access to fresh locally grown fruits and vegetables at schools, or number of weekly physical activity minutes.

OUTLINE OF HOSPITAL SECTION

The rest of this chapter contains, in alphabetical order, a narrative section for each of the 35 hospitals. Each hospital section contains the following information:

- A community snapshot, a few facts about the facility, and a list of key local leaders.
- A map of the service area.
- 2014 metrics for select programs in the CB portfolio, presented at the hospital level (Table 1).
- Quantified Community Benefit provided in 2014, presented at the hospital level (Table 2).
- A list of the prioritized needs identified during the 2013 CHNA and a link to the 2013 CHNA report.
- Year-end results for Community Benefit activities and programs provided in 2014, including highlights of key local and regional grants, partnerships, and other efforts to address the prioritized needs outlined in the 2014-2016 Community Benefit Plan

Additional information about each hospital may be obtained by contacting the local Kaiser Permanente Public Affairs Department or Regional Community Benefit staff in either Northern California (510-625-6188) or Southern California (626-405-6271).

KAISER FOUNDATION HOSPITAL (KFH)-OAKLAND

3600 Broadway
 Oakland, CA 94611
 (510) 752-1105

COMMUNITY SNAPSHOT

(SOURCE: U.S. Census Bureau, [American Community Survey: 2008-12](#) accessed through [www.CHNA.org/KP](#) except* [US Department of Labor, [Bureau of Labor Statistics: September, 2014](#)])

White	46.00%
Black/African American	20.49%
Asian	19.67%
Native American/ Alaskan Native	0.44%
Pacific Islander/ Native Hawaiian	0.48%
Some Other Race	7.88%
Multiple Races	5.04%

Hispanic/Latino	19.97%
Total Population	623,476
Living in Poverty (<200% FPL)	35.55%
Children in Poverty	23.60%
Unemployed*	5
Uninsured	13.98%
No High School Diploma	15.27%

KEY STATISTICS

Year opened:	1942
KFH full-time equivalent personnel:	1,918.2
KFHP members in KFH service area:	206,983

Total licensed beds:	315
Inpatient days:	62,351
Emergency room visits:	56,277

KEY LEADERSHIP AT KFH-OAKLAND

Odette C. Bolano	Senior Vice President and Area Manager
Michael A. Grace	Interim Chief Operating Officer
Jim D. Eldridge	Interim Area Finance Officer
John Loftus, MD	Physician in Chief
Shirley Steinback	Medical Group Administrator
Melanie Hatchel	Public Affairs Director
Erica Browne	Community Benefit/Community Health Manager

KFH Oakland Medical Center Area



- ◆ KFH Medical Center
- KFH Medical Center Area
- Cities and Towns
- County Boundary

Sources: Kaiser Foundation Hospital/Health Plan. U.S. Census Bureau, Census 2010 TIGER/Line.
 Maps Produced by: the Institute for People, Place & Possibility (IP3) and the Center for Applied Research and Environmental Systems (CARES). March 2013.



The KFH-Oakland service area includes Alameda, Albany, Berkeley, Emeryville, Oakland, and Piedmont.

TABLE 1

KAISER FOUNDATION HOSPITAL-OAKLAND

2014 KEY COMMUNITY BENEFIT PROGRAM METRICS

(For more information about these and other Community Benefit programs and services, please see pages 8 through 16 in Chapter III.)

Charity Care: Charitable Health Coverage (Kaiser Permanente Child Health Program)	1,477
Medi-Cal Managed Care members	8,680
Kaiser Permanente Educational Theatre - number of performances/workshops	94
Kaiser Permanente Educational Theatre - number of attendees	17,083
Graduate Medical Education - number of affiliated and independent residents	282
Nurse practitioner and other nursing training and education beneficiaries	32
Other health professional (non-MD) training and education beneficiaries	19
High school and college internship participants (Summer Youth, INROADS, etc.)	12
Number of 2014 grants and donations made at the local and regional levels*	253

*The vast majority of regional grants impact three or more local hospitals. As such, a single regional grant may be included in the "Number of 2014 grants and donations" count for multiple hospitals.

TABLE 2
KAISER FOUNDATION HOSPITAL-OAKLAND
COMMUNITY BENEFIT RESOURCES PROVIDED IN 2014

	2014 Totals
Medical Care Services for Vulnerable Populations	
Medi-Cal shortfall ¹	\$10,433,801
Charity care: Charitable Health Coverage programs ³	1,748,557
Charity care: Medical Financial Assistance Program ⁴	2,677,074
Grants and donations for medical services ⁵	5,576,599
<i>Subtotal</i>	<i>\$20,436,032</i>
Other Benefits for Vulnerable Populations	
High school and college internship programs ⁶	\$130,050
Grants and donations for community-based programs ^f	1,401,490
Community Benefit administration and operations ⁸	425,318
<i>Subtotal</i>	<i>\$1,956,858</i>
Benefits for the Broader Community^h	
Community health education and promotion programs	\$8,476
Kaiser Permanente Educational Theatre	229,466
Facility, supplies, and equipment (in-kind donations) ⁱ	35,918
Community Giving Campaign administrative expenses	12,368
Grants and donations for the broader community ^j	165,066
National board of directors fund	26,167
<i>Subtotal</i>	<i>\$477,461</i>
Health Research, Education, and Training	
Graduate Medical Education	\$11,343,047
Non-MD provider education and training programs ^k	944,597
Grants and donations for health research, education, and training ^l	101,660
Health research	596,818
<i>Subtotal</i>	<i>\$12,986,122</i>
Total Community Benefits Provided	\$35,856,473

TABLE 2 NOTES

- a Amount includes unreimbursed inpatient expenditures for Medi-Cal Managed Care members and Medi-Cal Fee-for-Service beneficiaries.
- b Amount includes unreimbursed inpatient expenditures for the Kaiser Permanente Child Health Program subsidy.
- c Amount includes unreimbursed care provided at this facility to patients who qualify for the Medical Financial Assistance and Indigent Care programs.
- d Figures reported in this section for grants and donations for medical services consist of charitable contributions to community clinics and other safety-net providers; community health partnerships and collaboratives; community health care coverage enrollment efforts; and special Request for Proposals to support specific health issues such as HIV/AIDS, childhood obesity, asthma, etc. The amount reported reflects hospital-specific, unreimbursed expenditures. When hospital-specific expenditures were not available, dollars were allocated to each hospital based on the percentage of Health Plan members.
- e Figures reported in this section are hospital-specific, unreimbursed expenditures. When hospital-specific expenditures were not available, dollars were allocated to each hospital based on the percentage of Health Plan members, or a related denominator such as the number of Summer Youth students hired.
- f Figures reported in this section for grants and donations for community-based programs consist of charitable contributions made to external nonprofit organizations for a variety of programs and services that address the non-health needs of vulnerable populations. The amount reflects hospital-specific, unreimbursed expenditures. When hospital-specific expenditures were not available, dollars were allocated to each hospital based on the percentage of Health Plan members.
- g The amount reflects the costs related to providing a dedicated community benefit department and related operational expenses.
- h Figures reported in this section are hospital-specific, unreimbursed expenditures. When hospital-specific expenditures were not available, dollars were allocated to each hospital based on the percentage of Health Plan members, or a number of related denominators such as the number of Kaiser Permanente Educational Theatre performances or health education programs.
- i Amount represents the estimated value of donated surplus office and medical supplies, equipment and furniture, promotional items and giveaways, in-kind services such as printing, mailings, multimedia production, etc., and conference and meeting room usage, as recorded in the MicroEdge GIFTS database.
- j Figures reported in this section for grants and donations for the broader community consist of charitable contributions made to external nonprofit organizations to educate health care consumers in managing their own health and making informed decisions when obtaining services; and to develop, produce, or communicate health care-related public policy information for a variety of programs and services aimed at general well-being of the community. The amount reflects hospital-specific, unreimbursed expenditures. When hospital-specific expenditures were not available, dollars were allocated to each hospital based on the percentage of Health Plan members.
- k Amount reflects the net expenditures after tuition reimbursement for health professional education and training programs.
- l Figures reported in this section for grants and donations for the education of health care professionals consist of charitable contributions made to external nonprofit organizations, colleges, and universities to support the training and education of students seeking to become health care professionals such as physicians, nurses, physical therapists, social workers, pharmacists, etc. The amount reflects hospital-specific, unreimbursed expenditures. When hospital-specific expenditures were not available, dollars were allocated to each hospital based on the percentage of Health Plan members.

THE 2013 COMMUNITY HEALTH NEEDS ASSESSMENT SUMMARY AND FINDINGS

2013 COMMUNITY HEALTH NEEDS ASSESSMENT SUMMARY

The KFH-Oakland 2013 Community Health Needs Assessment (CHNA) is posted on the internet at www.kp.org/chna (the [Kaiser Permanente Share Site](http://www.kp.org/chna)). A detailed explanation of the CHNA process is included in the introductory section (Chapter IV) of the full SB 697 report.

LIST OF COMMUNITY HEALTH NEEDS IDENTIFIED IN THE CHNA REPORT FOR THE KFH-OAKLAND SERVICE AREA

The list below summarizes the health needs identified for the KFH-Oakland service area through the 2013 CHNA process:

- Economic security
- Violence prevention
- Affordable community-based mental health services
- Affordable community-based substance abuse services
- Asthma prevention and management
- Local, comprehensive and coordinated primary care, including perinatal care
- Healthy eating
- Exercise and activity
- Local specialty care for low-income populations

HEALTH NEEDS THAT KFH-OAKLAND PLANS TO ADDRESS

1. ACCESS TO CARE

Local, comprehensive, and coordinated primary care has been framed more broadly to more accurately reflect the full range of strategies planned to address the health care access issues facing vulnerable populations in the KFH-Oakland service area. Increasing access to appropriate and effective health care services addresses a wide range of specific health needs. Achieving the goal of increased access to care requires reducing barriers to preventive screening, primary care, and specialty care through deploying a wide range of strategies encompassing programs, outreach, training, and policies. Access to care supports the provision of comprehensive, quality health care services to promote prevention, chronic disease management, and health equity in the KFH-Oakland service area.

In Alameda County, limited access to care has a severe and disproportionate impact on low-income communities, with lack of insurance being the primary barrier to care. While the Affordable Care Act now provides increased access to care, it will not necessarily address the specialized needs of low-income populations. Some low-income populations, because of their immigration status, are ineligible for coverage under the new plans and others may find the required premiums beyond their reach. Further, with high HIV prevalence of 380.1 per 100,000, and high asthma prevalence at 15.84%, local residents require accessible targeted health services. For these residents, access barriers will certainly continue to exist.

2. HEALTHY EATING ACTIVE LIVING

Healthy eating and exercise and activity shortened to Healthy Eating Active Living, seeks to support healthy weight management, and the prevention and management of related chronic conditions, to reduce overweight and obesity in the KFH-Oakland service area.

Although less than 1% of residents in the KFH-Oakland service area live in areas designated as food deserts, there are only 12.2 WIC-authorized food stores per 100,000, compared to the statewide average of 15.8 per 100,000, and food access challenges persist. There is evidence showing that people living in poor or vulnerable communities tend not to have easy access to healthy food and feel that the healthy food they have access to is unaffordable relative to less healthy choices. While residents in the KFH-Oakland service area report having “adequate” healthy, affordable food options, many residents indicated that they are unfamiliar with the available foods and lack food preparation recipes. For example, during focus groups conducted as part of the 2013 CHNA, Alameda County residents requested more culturally targeted cooking classes as a strategy for promoting healthy eating. Poor health outcomes in the KFH-Oakland service area that are likely to be related to poor eating habits include overweight and obesity, some cancers, diabetes, and heart disease.

Like healthy eating, many barriers to exercise and activity exist in poor or vulnerable communities. These communities tend to have poor access to parks and recreation facilities, tend to have higher rates of crime and violence, and tend to have fewer commercial areas that promote walking. Poor health outcomes in the KFH-Oakland service area that are likely to be related to inadequate exercise and physical activity include overweight and obesity, heart disease, and stroke.

3. VIOLENCE PREVENTION

Violence is a public health issue that continues to plague communities in the KFH-Oakland service area, and is influenced by a lack of adequate mental health services and economic security. Violence in the KFH-Oakland service area is particularly present in neighborhoods in the City of Oakland itself. Community members, public health experts, and Oakland and Alameda County government officials and agencies have all placed a high priority on decreasing violence in Oakland, particularly among young people. According to CityRating.com and based on FBI crime statistics, “the city violent crime rate for Oakland in 2010 was higher than the national violent crime rate average by 278.94%.... In 2010, the city violent crime rate in Oakland was higher than the violent crime rate in California by 247.17%.” Data indicates that youth and people of color are disproportionately represented among both violent crimes and homicides.

4. BROADER HEALTH CARE SYSTEM NEEDS IN OUR COMMUNITIES

Kaiser Foundation Hospitals, which includes 37 licensed hospital facilities as of 2013, has identified a number of significant needs in addition to those identified above through the CHNA process that we are committed to addressing as part of an integrated health care delivery system. These needs, which are manifest in each of the communities we serve, include 1) health care workforce shortages and the need to increase linguistic and cultural diversity in the health care workforce and 2) access to and availability of robust public health and clinical care data and research.

Supporting a well-trained, culturally competent, and diverse health care workforce helps ensure access to high-quality care. This activity is also essential to making progress in the reduction of health care disparities that persist in most of our communities. Individuals trained through these workforce training programs are able to seek employment with Kaiser Permanente entities or other health care providers in our communities.

Deploying a wide range of research methods contributes to building general knowledge for improving health and health care services, including clinical research, health care services research, and epidemiological and translational studies on health care that are generalizable and broadly shared. Conducting high-quality health research and disseminating findings from it increases awareness of the changing health needs of diverse communities, addresses health disparities, and improves effective health care delivery and health outcomes.

2014-2016 COMMUNITY BENEFIT PLAN AND 2014 YEAR-END RESULTS

The goals, strategies, and outcomes listed below address health needs identified during the 2013 CHNA. All KFH hospitals carefully considered the evidence-base when determining which goals and strategies would be most effective in addressing each need. For more information on how these goals, strategies, and outcomes were identified, see the “Community Benefit Plan Development” section in Chapter IV.

KFH-Oakland anticipates that successful implementation of the identified strategies will result in or contribute toward a set of expected outcomes that can help support overall improvement of the priority health need in the community. To track strategy implementation and to document anticipated impact, KFH-Oakland annually monitors and evaluates the strategies outlined in its community benefit plan. Mechanisms for monitoring progress are tailored to each strategy and may include the collection and documentation of tracking measures such as number of grants made, number of dollars spent, number of people reached/served, number and role of volunteers, and number of volunteer hours. In addition, KFH Oakland requires grantees to propose, track, and report outcomes, including behavior and health outcomes as appropriate.

NOTE: A year-end results table is included for each priority health need identified in KFH-Oakland’s community benefit plan. These tables were included to provide *highlights* of some of the strategies KFH-Oakland implemented in 2014 to address its identified health needs and, as such, are *not* exhaustive lists.

PRIORITY HEALTH NEED I: ACCESS TO CARE

LONG-TERM GOAL

- Increase number of low-income people who have access to appropriate health care services in northern Alameda County

INTERMEDIATE GOALS

- Increase access to, enrollment in, and maintenance of health care coverage
- Increase access to specialized, culturally appropriate care

STRATEGIES

- Participate in Medi-Cal Managed Care, the state’s Medicaid Program, to provide comprehensive inpatient and outpatient care to Medi-Cal Managed Care members in California
- Provide subsidized health care coverage that provides comprehensive benefits to children (birth through 18) in families with income up to 300% FPL who lack access to employer-subsidized coverage and do not qualify for public programs because of immigration status or family income
- Provide Medical Financial Assistance (MFA), which assists patients in need by subsidizing all or a portion of their Kaiser Permanente medical expenses for a period of time. Eligibility is based on prescribed levels of income, expenses, and assets
- Collaborate with Operation Access, a nonprofit organization dedicated to providing access to free surgery and specialty care, to enable Kaiser Permanente medical volunteers to provide free outpatient consultations, specialty care and same day surgery appointments to uninsured patients
- Grant making to support federally qualified health centers, community health centers, and free clinics to provide culturally responsive health care to vulnerable populations
- Grant making to train and support patient navigators in the provision of culturally sensitive assistance, care coordination, and guiding patients through available medical, insurance, and social support systems
- Grant making to support connecting asthmatic patients to medical homes that provide access to continuous, comprehensive, asthma management care

- Sponsorships to promote HIV testing and education events, and support to organizations providing HIV treatment and support services

EXPECTED OUTCOMES

- Increased access to care
- Increased number of patient navigators
- Decreased asthma-related hospitalizations and ER visits
- Increased access to HIV testing
- Increased access to culturally responsive care

2014 YEAR-END RESULTS

Grant Highlights			
Grantee	Grant Amount	Brief Project Description	Results to Date
Alameda County Health Homes Department (ACHHD)	\$25,000	ACHHD and Asthma Start will coordinate services for families of children with asthma by providing in-home asthma case management and mitigation of asthma triggers.	62 children were successfully discharged from the asthma management program this winter: 100% lowered or maintained the lowest level of asthma symptoms. and 100% of families made a least one change to reduce asthma triggers in the home.
American Lung Association (ALA)	\$25,000	ALA staff will provide asthma management training and resource tools through the Open Airways For Schools® (OAS), Kickin' Asthma (KA), and Asthma 101™ programs in four West Oakland schools.	ALA taught OAS in one school last winter and has commitments from three other schools for the spring semester. Ten to 12 students will participate in each OAS and KA class. This spring, the program coordinator will work with trained facilitators to teach a minimum of three OAS and KA classes at each of the four schools. As such, ALA expects to reach its goal of providing asthma education to more than 50 African American and Latino OUSD students.
Center for Elder's Independence (CEI)	\$2,500	This annual fundraiser supports general operations at CEI. Event includes a dinner and program designed to raise money, publicize CEI services, and build community support.	Although it fell short of its fundraising goal of \$135,000, CEI cultivated nine new donors and hired a professional auctioneer for its 2014 event, and raised \$105,946, more than in any previous year.
Family Bridges	\$550	This annual fundraising gala highlights past and present accomplishments, honors those making a special impact in the community, and supports new health education programs in the East Bay.	The Family Bridges event committee recruited nearly 200 items for the Silent Auction, which allowed the agency to meet its goal and raise \$100,000 to help maintain programs and services to the seniors and low-income families and children it serves.
Family Bridges	\$568	The 2014 Superstar Benefit Concert is Family Bridges' largest fundraising event of the year. It depends on the concert proceeds to maintain five health and social services programs	Family Bridges sold 5,000 concert tickets, advertisements, sponsorships, and raffle tickets, raising a total of \$126,000. But despite significant community support, the concert did not meet Family Bridges' goal. Even so, it provided a unique opportunity for

		for low-income Asian seniors and immigrants in the local community.	Family Bridges to promote its mission to small businesses and the media. In addition, the concert, which featured a popular Hong Kong band, was an exciting cultural event that brought agency supporters, community members, and sponsors together.
Higher Ground Neighborhood Development Corporation	\$3,500	This 7th annual health fair, which serves residents in East Oakland's Brookfield, Columbia Gardens, Elmhurst, and Sobrante Park neighborhoods, provides much needed access to healthier lifestyle choices and builds community.	The health fair offered six prevention, intervention, and education workshops; blood pressure, cholesterol, glucose, mental health, and HIV/AIDS screening and testing; and more than 40 vendors and community agencies. The healthy eating/active living theme was conveyed through the health screenings, workshops, information and education booths, youth performances and entertainment, sports tournaments, and a healthy lunch. KFHOakland hosted a health education resources table and had a KPET mascot/wellness ambassador on hand to promote healthy living messages.
Native American Health Center	\$5,000	A recent survey of 45 perinatal patients showed that 36% have transportation barriers when getting health care. Grant will support transportation vouchers.	The grant is expected to serve 75 perinatal patients. By providing transportation vouchers, the goal is to ensure that they have the resources necessary to get to their prenatal appointments.
Prescott-Joseph Center for Community Enhancement, Inc. (PJCCE)	\$2,500 (even split with KFHOakland)	Grant supports PJCCE's Every Breath Counts awards reception and symposium, which benefits the Northern California Breathmobile® program. This fundraiser also raises money for PJCCE, which offers free programs related to health and wellness, family support services, art and culture, youth development, and community education and partnerships.	The program included a panel discussion focused on solutions to the asthma epidemic in the Greater Bay Area. PJCCE surpassed its fundraising goal of \$10,000 and raised \$12,540. An <i>Oakland Post Newsgroup</i> article about the event also raised awareness. In addition, PJCCE garnered new supporters for the Breathmobile® program and, based on completed surveys, secured another 11 new general supporters.
Street Level Health Project	\$20,000	The program expands access to care for uninsured immigrants by conducting a thrice-weekly free drop-in triage clinic and a one-on-one health navigation and referral services.	To date, 487 low-wage patients - immigrants from all over the world, with a rising number of Nepali and Eritrean patients - accessed the clinic for 733 clinic visits. In collaboration with Alameda County Health Care Services Agency, Street Level has helped more than 175 immigrants enroll in Medi-Cal or HealthPAC.
Street Level Health Project	\$2,500	KFH-Oakland sponsored this annual event that hosts a safe holiday celebration for low-income families and promotes physical health and mental well-being. The event also raises funds that support Street Level's	In addition to the monetary support, KFHOakland also provided 12 event volunteers, coordinated a toy drive, and donated hygiene kits and grocery bags. The 476 guests received a nutritious meal, 250 food bags, 250 hygiene packets, and 270 toys. The event raised \$14,615.00 in individual

		vital services throughout the year.	donations and support from businesses and organizations.
West Oakland Health Council	\$20,000	The grant established breastfeeding peer counselors as patient navigators at the main delivery hospital.	To date, 67 prenatal and 233 postpartum patients have received care and education; 37 women have regularly attended the breastfeeding support group; nine mothers have participated in Parents Connections, a group that provides health education and community resource referrals; and the rate of breastfeeding until age six months rose to an average of 35% to 40% of patients.
Alameda Health Systems Foundation/Alameda Health System (AHS)	\$400,000 over 2 years This grant impacts four KFH hospital service areas in Northern California Region.	Building on AHS's successful six-year experience with Kaiser's Permanente's population-based PHASE intervention, this project will target adults with uncontrolled diabetes or hypertension seen in AHS's ambulatory clinics. It will use multidisciplinary care teams, clinical guidelines, health coaching protocols, and clinic and provider dashboards to improve health outcomes.	Expected reach is 6,853. At the end of the two year cycle, AHS expects at least a 30% increase in the number of patients enrolled in PHASE. AHS will develop related clinical and provider data dashboards which will be used in decision making to improve health outcomes and self-efficacy as well as to perform and promote complex medication reconciliation, medication titration and patient education. AHS will expand team-based care to include pharmacy services and health coaching/care management and expand medical assistant's role and create/ implement algorithms, related processes, and workflows for referral to health education services.
Community Health Center Network (CHCN)	\$400,000 over 2 years This grant impacts three KFH hospital service areas in Northern California Region.	CHCN will support successful spread of PHASE among its member health centers by: <ol style="list-style-type: none"> 1. Optimizing EHR (electronic health record) protocols to include prompts for better chronic disease mgmt 2. Expanding eligible patients to include best practices in hypertension management 3. Driving clinical data analytics at the provider level to fuel practice improvement. 	Expected reach is 11,693. CHCN expects a minimum of a 30% increase in the number of patients enrolled in the PHASE program. CHCN will optimize EHR protocols to include prompts for better chronic disease management, increase EHR functionality to support managing panels and create reports via EHR and a centralized data warehouse. CHCN will expand eligibility patients to include best practices in hypertension management and link provider performance in hypertension management monthly and link to pay for performance.
Alameda Health Consortium (AHC)	\$250,000 over 2 years This grant impacts three KFH hospital service areas in Northern California Region.	With support from Kaiser Permanente, AHC will work with community health centers to plan and prepare for upcoming state changes in Medi-Cal payments and new state policies that emphasize Triple Aim to improve care for patients with complex physical and behavioral health conditions.	Expected reach is 175,000. Expected outcomes include: <ul style="list-style-type: none"> • Shared advocacy strategy among health centers, Alameda County Board of Supervisors, and state/federal legislators. • Level or increased resources to maintain and expand services for the uninsured. • DHCS approval of FQHC payment reform pilots in 2016. • 3 to 4 policy events completed annually • Extension of federal health center funding

			<ul style="list-style-type: none"> • Informational fact sheets on health center population served • At least 100 new voters registered per health center. • Improved referral patterns and access to specialty care services for health center patients. • Increased provision of behavioral health services and billing for those services.
Regional Associations of California (RAC)	<p>\$60,000</p> <p>This grant impacts all KFH hospital service areas in Northern California Region.</p>	RAC strengthens the capacity of California's community clinics and health centers and advances local health delivery system transformation to ensure access to quality health care for all.	Expected reach is 5,146,489. Expected outcomes include enhanced understanding among health center members and local delivery system stakeholders of payment reform models and an increased capacity of consortia and clinics to test new models with an increased capacity of community clinics and health centers to succeed in a managed care environment.
California Consortium for Urban Indian Health (CCUIH)	<p>\$80,000</p> <p>This grant impacts all KFH hospital service areas in Northern California Region.</p>	Core support to position Urban Indian Health Organization (UIHO) clinics for success in 2015 and beyond.	<p>Likely reach is 37,000. Expected outcomes include:</p> <ul style="list-style-type: none"> • Enhanced collaboration between CCUIH and key agencies on implementation and American Indian policy issues • Increased capacity of UIHO clinics to collaborate/strategize about the unique position of UIHO clinics and patients and to understand ACA policies and benchmarks • Increased capacity of UIHO clinics to implement culturally specific solutions for enhanced care delivery and patient experience, care, benefits, and protections.

Non-Financial Contributions Highlights

Beneficiary	Description of Non-Financial Contribution	Results to Date
Brighter Beginnings	In-kind donation of surplus office furniture, including four cubicle systems, file cabinets, and assorted office supplies.	Resources were provided free of charge and will be used in Brighter Beginnings' administrative office, supporting four staff.
Center for Elder's Independence	Donation of promotional items for 20 caregiver kits.	Donated items included hand sanitizers, pedometers, and water bottles.
Prescott-Joseph Center for Community Enhancement (PJCCE)	Communications and graphic design support for hard copy and online versions of the organization's annual report.	Kaiser Permanente Northern California Region's MultiMedia Communications staff produced an online annual report and a general organizational brochure to support PJCCE's fundraising efforts.
LifeLong Medical Care	In-kind donation of surplus office furniture.	Twelve cubicles, file cabinets, and assorted office furniture were donated to Life clinics in Alameda and Contra Costa counties.
Bret Harte and Frick middle schools; Alameda, Castlemont, Fremont Federation, and	KPET's <i>Secrets</i> uses the power of live theatre to communicate facts and dispel myths about HIV/AIDS and STIs. The	<i>Secrets</i> was performed for students at twelve East Bay Area schools.

Oakland high schools; Oakland School for the Arts; Civicorps, Madison Park, and Roots International academies, Academy of Alameda and Envision Academy for Arts and Technology	characters model effective negotiation skills and encourage young people to discuss difficult topics with their partners, friends, and adults in their lives.	
Oakland and Castlemont high schools	In honor of World AIDS Day, KPET hosted special performances of <i>Secrets</i> on December 2 (Oakland High) and December 4 (Castlemont High).	In addition to a relatable performance that infused comedy and drama to address STI's and AIDS, the event featured a resource fair with a wealth of community resources such as mobile testing vans. In addition to a photo booth, a Kaiser Permanente information table and KPET performer/health educators were available to answer students' questions and distribute prizes and t-shirts. These outreach efforts are designed to debunk myths and bring valuable health education to schools.

2015 GOALS UPDATE

The goals will remain unchanged for 2015.

2015 STRATEGIES UPDATE

The strategies will remain unchanged for 2015.

PRIORITY HEALTH NEED II: HEALTHY EATING ACTIVE LIVING

LONG-TERM GOAL

- Reduce the number of overweight and obese children, adolescents, and adults in low-income northern Alameda County

INTERMEDIATE GOALS

- Increase healthy eating among children and families
- Increase physical activity in schools, community, and institutional settings

STRATEGIES

- Grant making to ensure strong nutritional foods and beverages standards implementation, food literacy skills development, and nutrition education in schools, preschools, and childcare settings
- Grant making to support family-focused engagement programs, including peer education, that promote healthy food consumption, affordable options, and breastfeeding
- Grant making to promote adoption of health-promoting food and beverage retailing and distribution policies and programs
- Provide Kaiser Permanente Educational Theatre (KPET), a free theater program designed to disseminate health education, inspire, and promote healthy eating and water consumption among students and families
- Leverage internal intellectual assets and clinical expertise to promote collaboration with community (non-Kaiser Permanente) providers and increase their capacity to provide motivational counseling and coaching to promote healthy weight

- Leverage internal intellectual assets, health education materials, and clinical expertise to promote breastfeeding-friendly environments and health care providers who encourage breastfeeding and healthy weight gain during pregnancy
- Grant making to promote and support community-based physical activity programs for children, adolescents, and adults, including social support interventions that strengthen social networks
- Grant making to support programs and policies that create and enhance physical activity spaces in combination with educational outreach activities
- Grant making and leveraging internal intellectual assets and clinical expertise to promote adoption and implementation of quality physical education and physical activity programs in schools

EXPECTED OUTCOMES

- Increased access to affordable, healthy foods and beverages
- Increased awareness and consumption of healthy food and beverage options
- Increased promotion of breastfeeding, and increased breastfeeding
- Increased engagement of community business partners
- Increased engagement of Kaiser Permanente providers
- Increased access to and adoption of physical activity, and physical activity programs (including physical education)
- Increased social cohesion
- Increased awareness of the importance of physical activity and reducing screen time

2014 YEAR-END RESULTS

Grant Highlights			
Grantee	Grant Amount	Brief Project Description	Results to Date
Alameda County Community Food Bank	\$20,000	The Food Bank's school-based mobile pantry program uses a client-choice model: trucks bring thousands of pounds of healthy food to local elementary schools and families choose which foods/amounts best suit their needs, much like shopping at a grocery store or farmers market.	Mid-way through the grant, the program provided more than 2,300 students from low-income households with 232,451 pounds of nutritious food. The Food Bank partnered with 14 elementary schools and reached an average of 1,435 students, who receive bi-monthly backpacks of food to ensure they have access to nutritious food over the weekend.
Boys & Girls Clubs of Oakland	\$20,000	Developed in collaboration with the Dept. of Health and Human Services, Triple Play shows how keeping fit, eating smart, and forming positive relationships contribute to a healthy lifestyle.	Through this program, the club expects to serve 150 young people 6 to 17, particularly those who live within a one mile radius of the facility.
City Slicker Farms	\$2,500	West Oakland Farm and Park is City Slicker Farms' largest site (1.4 acres) and will increase City Slicker Farms' ability to grow and distribute food. An event for community members and stake-holders highlighted the site's progress and the community health and wellness programs it hosts.	The event program, celebrated the organization's new acting executive director, honored the accomplishments the outgoing executive director, updated the community on the progress and status of West Oakland Urban Farm and Park; and informed the 85 attendees about the ways they can get involved in the development of the new farm and park.

Destiny Arts Center	\$10,000	Destiny's Healthy Families, Peaceful Warriors program serves children (and their families) attending its after-school dance and martial arts classes by directly addressing issues related to healthy food access.	By the end of the project, Destiny expects to serve 350 youth and families. Families receive vouchers for Community Supported Agriculture (CSA) fresh produce boxes, and have access to a local farmers market on Saturdays and two free community workshops. Funding also supports creation of five free events on nutrition, wellness, and healthy lifestyles for the general public.
HOPE (Health for Oakland's People and Environment) Collaborative	\$20,000	HOPE's Healthy Corner Store Project works with store owners in Oakland neighborhoods underserved by high-quality healthy retail food. To increase access to healthy food options, HOPE connects store owners with financing opportunities, technical assistance, and community support.	HOPE has hosted an initial convening of 22 representatives from six community partner organizations. To date, seven community partners are confirmed, three of which were trained on store evaluation and ongoing monitoring. HOPE also conducted deeper assessments of 15 stores. Seven stores were accepted into the program, with final participation dependent on financing.
La Clínica de la Raza	\$10,000	La Clínica's Healthy Schools, Healthy Lifestyles is a school-based multi-component nutrition education and fitness program for East Oakland youth at high risk of obesity.	The program, which provides weekly nutrition education and dance classes in lieu of regular physical activity, aims to reach 50 youth. To date, 24 youth (three groups of eight) have participated, learning about processed junk foods, sugar-sweetened beverages, and healthy snacks. Behavioral changes include trying new fruits and vegetables and healthy snacks.
Mandela Marketplace	\$4,760	Support for a fundraising event to celebrate the nonprofit's accomplishments, to unveil an exciting future in food enterprise financing, and to acknowledge key partners.	The event was successful and attendance was at full capacity. Mandela Marketplace created and screened a video that featured some of its activities and achievements. Follow-up support was provided by donors and event attendees.
Oakland Food Policy Council (OFPC)	\$600	Support for an event honoring the hard work of active OFPC members and their commitment to ensuring an equitable and sustainable food system.	The event drew 200 to 250 participants and met the organizers' goals of increasing awareness of OFPC's work. The event also facilitated partnerships with key allied partners who support small entrepreneurs.
Oakland Unified School District (OUSD)	\$500	Support for an event designed to engage OUSD parents, students, and staff in an information sharing extravaganza around the District Wellness Policy.	The event drew 60 community members, engaging parents and staff around the newly revised policy's guidelines and components. Key note speakers discussed the policy and food service at OUSD schools. A resource fair allowed participants to get information, sign up for action steps around each section of the policy, and connected school staff and parents with existing wellness resources.
Playworks	\$25,000 (even split with KFH-Richmond)	Playworks provides its play and physical activity programs at 42 East Bay elementary schools.	Playworks provides 18,000 students with 30 to 45 minutes of physical activity each day, for a total of 810,000 minutes of activity five days a week.

The Unity Council	\$5,000	Unity Council's Head Start and Early Head Start programs operate at five sites throughout Oakland, providing low-income families with early childhood development services for children 0 to 5.	By the end of the grant period, Unity Council will reach 608 children and their families. Children will learn about healthy eating through 10 hands-on sessions using the Culinary Arts, Learning Carts curriculum and families at each site will have the chance to cook in small groups.
TransForm CA	\$150,000 over two years \$75,000 in 2014?	Support Bus Rapid Transit projects in the East Bay and South Bay to facilitate walking, bicycling, and car-free living.	<ul style="list-style-type: none"> • Successfully advocated for passage of Alameda County Measure BB that will provide funding for bike and pedestrian improvements and public transit. • Supported development of Bus Rapid Transit projects in East Bay and South Bay to facilitate walking, bicycling, and car-free living. • Supported cities to create and implement community plans that improve access to transit and healthy activities while increasing rates of walking and bicycling.
Community Alliance With Family Farmers	\$165,000 2 years This grant impacts five Northern California Region KFH hospitals	Community Alliance with Family Farmers will help family farmers to compete in larger markets and institutions and allow those markets and institutions to access locally sourced food through its supply chains. Funds will also be used to sponsor a Farm to School Network conference.	<p>It is anticipated that the grant will reach 132,040 individuals. Expected outcomes include:</p> <ul style="list-style-type: none"> • 12 fresh-cut products and blends will be developed and sold to institutions, with overall sales of at least 100,000 pounds over the course of the project. • Three new school districts will be sourcing at least ten new products. • At least 20 participating farmers will experience a 10% increase in sales
The Bigger Picture	\$75,000 This grant impacts ten Northern California Region KFH hospitals	The Bigger Picture will provide youth-led student assemblies in high-need high schools to disseminate knowledge about the social and environmental factors that influence high rates of type 2 diabetes. In partnership with Youth Speaks, the Bigger Picture will engage youth in creating poetry and social media to empower them and their peers to become agents of change.	<p>The Bigger Picture expects to reach 1,600 people in the following ways:</p> <ul style="list-style-type: none"> • Students in Bigger Picture school assemblies will demonstrate an increased knowledge of type 2 diabetes • Students will demonstrate a decrease in likelihood of drinking soda, and eating unhealthy food • Some students will help develop social media designed to educate their peers. • Refine the Bigger Picture model; develop and pilot two alternative, scalable Bigger Picture school visit program models; recruit/train two poet mentors to conduct the school visit program on their own.
Emery Unified School District (EUSD)	\$23,000	EUSD will support a Wellness Champion Coordinator, Wellness Champion staff grants, and a train the trainer program for staff to implement	<p>Expected reach is 800 students and staff. Expected outcomes include:</p> <ul style="list-style-type: none"> • All K-8 staff receive four hours of The Power of Play training and implement

	<p>Playworks and Transformative Life Skills (TLS) in the classroom.</p>	<p>programming during class and recess, increasing student physical activity minutes by up to 40 minutes per week</p> <ul style="list-style-type: none"> • All high school teachers participate in TLS trainings and implement their knowledge of physical fitness and relaxation strategies in the classroom • Staff participation in fitness classes will increase 20% (average) by spring 2015. • Bikes are available for use during staff and student drop-in programs and in learning centers • Increase lunch program participation 16% • Knowledge of healthy food choices and understanding of Healthy and Hunger-Free Kids guidelines for portion control will increase • Marketing and awareness of healthy lunch choices will increase by the close of 2015 spring and fall semesters. • Staff knowledge of federal nutrition guidelines will increase by 60%
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Non-Financial Contributions Highlights

Beneficiary	Description of Non-Financial Contribution	Results to Date
YMCA of the East Bay	<i>Weight of the Nation for Kids</i> video screening kit and the time and expertise of Mara Determan, MD.	Dr. Determan participated in a special screening for 70 youth attending a YMCA summer camp and answered their questions about healthy weight, nutrition, and physical activity.
Alameda County Nutrition Services	In-kind donation of 300 reusable grocery bags.	The bags were donated to support the county's Cooking for Health Academy, a nutrition education and cooking skills program for low-income residents, and were used as incentives for the participants.
Alameda County Community Food Bank	Kaiser Permanente employee volunteers	Through its warehouse, the Food Bank distributes more than 70,000 pounds of farm fresh produce each day. The 1,092 employees, who together volunteered 3,686 hours, probably helped sort, inspect, and package some of the fruits and vegetables distributed through the Children's Food Distribution and Backpack program.
Oakland elementary schools: Burckhalter, Community United, Discovery Academy, Fred T. Korematsu, Glenview, Grass Valley, Horace Mann, Kaiser, Lafayette, and Wildwood; and Ruby Bridges and Maya Lin elementary schools in Alameda	Performances of KPET's <i>The Best Me</i> , a fun-filled musical experience that follows four friends in their last year of elementary school. With help from the audience and a few fantastic new friends, they learn the importance of healthy eating, active living, and working together.	These performances, provided to the listed schools free of charge, inspire students and their loved ones to make more informed choices and to live healthier lives.

Collaboration/Partnership Highlights		
Organization/Collaborative Name	Collaborative/Partnership Goal	Results to Date
Alameda County Obesity Prevention Partnership	The collaborative aims to prevent obesity by implementing policy and environmental change strategies, and sharing community resources and events.	KFH-Oakland CB Specialist Glenda Monterroza participated in the collaborative and shared Kaiser Permanente Child Health Program information, <i>Weight of the Nation</i> screenings kits, and annual grants program information.
Alameda County Obesity Task Force	The taskforce was charged with developing best practices and model programs for presentation to the Alameda County Board of Supervisors.	KFH-Oakland CB Specialist Glenda Monterroza participated in the collaborative and helped shape the strategies that will be shared with the Board of Supervisors.

2015 GOALS UPDATE

The goals will remain unchanged for 2015.

2015 STRATEGIES UPDATE

The strategies will remain unchanged for 2015.

PRIORITY HEALTH NEED III: VIOLENCE PREVENTION

LONG-TERM GOAL

- Reduce the number of adolescents, young adults, and people of color exposed to violence, including witnesses, survivors, and perpetrators

INTERMEDIATE GOALS

- Create and maintain safe environments in schools, residential neighborhoods, and workplace settings
- Increase skills building and employment opportunities for high-risk youth
- Increase access to services that identify, address, and prevent domestic violence
- Increase access to trauma-informed care, mental health services, and training

STRATEGIES

- Grant making to expand and sustain the provision of school-based restorative justice programs and training
- Grant making to support comprehensive child development programs that enhance the cognitive and social development of low-income pre-kindergarten children
- Provide KPET to promote conflict resolution and social responsibility among students
- Sponsorships to promote family and community-focused extracurricular activities in neighborhood settings, including street outreach collaborations
- Leverage internal intellectual assets and technical assistance resources to support a violence prevention brain trust to cultivate community knowledge and strategies to increase corporate involvement in community safety promotion
- Grant making to support youth leadership development, entrepreneurship, and skills-building programs
- Leverage internal personnel resources, including the volunteerism of Kaiser Permanente physicians, employees, and senior leaders to support mentorship programs and health care career presentations in schools and youth development programs

- Sponsorships to support programs that provide mental health, case management, and support services to domestic violence survivors
- Leverage internal intellectual assets and clinical practices developed by the Kaiser Permanente Family Violence Prevention Program to promote collaboration with community agencies
- Grant making to support school-based mental health services, including cognitive behavioral therapy to reduce psychological harm resulting from trauma exposure
- Grant making to support community-based mental health and case management services, including cognitive-behavioral therapy for young adult/adult offenders
- Sponsorships to support community taskforces that inform and promote comprehensive trauma-informed care training and practices
- Leverage internal intellectual assets, clinical expertise, and training resources to support collaborations with community (non-Kaiser Permanente) providers, emphasizing trauma-informed care capacity building

EXPECTED OUTCOMES

- Increased participation in restorative justice programs
- Reduced number of intentional injuries on campus
- Increased access to mental health services and early cognitive and social development programs
- Increased participation in conflict resolution training and awareness of alternatives to violence
- Increased access to safe outdoor activities
- Increased engagement of Kaiser Permanente leaders, physicians, and staff
- Increased number of youth trained in entrepreneurship and vocational skills
- Increased access to domestic violence support services
- Increased availability of trauma-informed care training resources

2014 YEAR-END RESULTS

Grant Highlights			
Grantee	Grant Amount	Brief Project Description	Results to Date
Alternatives in Action	\$10,000	Each semester, the agency provides one-on-one case management (daily, weekly, or bi-weekly depending on client's needs) for 20 youth (40 per year). It also facilitates separate biweekly support groups for 50 young men and young women (i.e., each gender group meets twice monthly).	Alternatives in Action case managers have met with 40 youth, which has increased student attendance and decreased the level of case management needed. The young women's empowerment group has 31 participants; the young men's empowerment group draws 21. A rigorous summer leadership program served 68 students and currently trains 16 youth leaders to co-facilitate extended day programs.
Ann Martin Center	\$10,000	The Center is implementing an evidence-based curriculum for its Parent Education Program, targeting 80 low-income parents and caregivers in Alameda County.	During the grant period (July to December), the Center provided parent programs that addressed a range of mental health and learning topics. It also successfully provided six free, single-event workshops; three small fee (with optional fee-reduction) multi-part workshops; and recently implemented <i>Triple P</i> – Positive Parenting Program. In total, 95 people participated in these programs.

Ann Martin Center	\$2,500	Support for The Center’s annual spring gala, which celebrates its efforts to support the needs of Alameda County’s underserved children and families.	Approximately 150 supporters attended the gala, which raised much needed funds (\$124,000) to support its psychotherapy and learning programs for at-risk youth.
Attitudinal Healing Connection, Inc. (AHC)	\$600	Support for an event honoring those who are doing exemplary community service work. The event will focus on health, safety, and racial justice.	The event was designed to engage and educate community members. Healthy food and health information were also provided. Outcomes included increased awareness/knowledge of Dr. King and the civil rights movement, increased positive relationships between diverse racial groups, increased exposure to Oakland’s diverse talent, and more information about the Affordable Care Act was provided to low-income families.
Attitudinal Healing Connection, Inc. (AHC)	\$2,000	Support for a gala to celebrate and recognize the work AHC has done for 25 years to create a safer world. Event will also acknowledge those who have supported AHC’s efforts.	The fundraising gala met its goals: 170 people attended and \$25,000 was raised in support of AHC’s services to the community.
Berkeley Youth Alternatives (BYA)	\$10,000	BYA offers violence prevention, education, and training to formerly incarcerated young men and women. To reduce the recidivism rate, participants get mental health counseling and job placement assistance.	By the end of the grant period, BYA expects to serve 50 young people. Historically, BYA has worked with youth 16 to 21; this grant allows it to expand services to include young adults through age 29. BYA addresses domestic violence, interpersonal violence, and community violence prevention.
CALICO	\$20,000	CALICO provides crisis-oriented interventions and short-term case management services to improve mental health outcomes for abused toddlers, children, adolescents, and their caregivers. The Center for Child Protection at UCSF Benioff Children’s Hospital Oakland is a primary partner. CALICO’s goal is to connect families with culturally and linguistically appropriate legal, medical, and therapeutic support I	From July 1 thru Dec 31, CALICO served 168 unduplicated individuals (94 forensic interviews with 92 victims and support for 76 caregivers). A CALICO family resource specialist (FRS) met one-on-one with 64 caregivers, conducting crisis assessments to understand families’ short- and long-term clinical and service needs. During follow-up calls, caregivers reported that 38 children (41%) were enrolled in counseling and eight (9%) were on a waiting list for counseling.
Chinatown Youth Center Initiative (CYCI)	\$5,000	CYCI’s Healthy Alternatives for New Growth (HANG) program targets young men of color by providing them with a safe space to learn about nutrition and food justice, to begin to heal from trauma, and to bond through learning how to cook healthy meals.	32 HANG participants engaged with staff and guest facilitators on environmental conservation, seeding, nutrition, and organic farming. Each weekly meeting included cooking demonstrations where participants learned to prepare a variety of healthy meals. 12 HANG youth leaders worked closely together and with adult staff and a contractor to host two Friday Food Night events attended by 15 to 25 guests.

Chinatown Youth Center Initiative (CYCI)	\$2,500	Sponsorship for CYCI's fund-raising dinner to support health development programs and services for Oakland's Asian and Pacific Islander (API) youth. CYCI provides services to high-risk, underserved youth to address their social, mental, physical, academic, and professional needs.	The event drew 235 people. The five API female co-founders of Banteay Srei, an asset-building youth development, agency for young Southeast Asian women at risk of or engaged in sex work, spoke about self-determination and healthy development. The event allowed CYCI to raise \$23,710.
Civicorps	\$20,000	Civicorps integrates counseling, case management, experiential learning, and staff support into its programs. It aims to mitigate barriers to education, allowing young adults to receive a high-school diploma and continue onto college and/or careers.	All Civicorps education and job training staff (30) will be taught to deliver trauma-informed services for its 120 students. Six training sessions (including one for an all-staff) are complete. Two case counselors provided 122 counseling sessions and 30 resource referrals. Civicorps now provides male and female support groups where students can learn skills to help them avoid future trauma and build healthy futures. The groups have received a positive response, and will include guest speakers in the second half of the grant period. Civicorps offers information on cyber-bullying and tools to combat it (Stop-It cell phone app and a private Facebook group).
Civicorps	\$2,420	This annual event celebrates Civicorps' students, showcasing their successes and talents in music, poetry, science, and art.	Guests included representatives from government, business, corporations, and foundations as well as individuals. Civicorps raised \$67,000 in support of its programs.
Destiny Arts Center	\$2,500	Sponsorship of a benefit gala. This one-night celebration and fundraiser will support Destiny Arts Center's youth development programs.	The event included pop-up performances by the Destiny Arts Youth Performance Company, a street festival atmosphere with gourmet food trucks, and an after-dinner dance party. Master of ceremonies Marc Bamuthi Joseph, arts activist and Oakland resident, welcomed philanthropists; artists; and business, civic, and community leaders who helped raise \$98,000. More than 500 people from various socio-economic strata, attended the gala.
East Bay Asian Local Development Corporation (EBALDC)	\$10,000	EBALDC will place two half-time counselors in the Lion's Pride After School Program and the Family Resource Center.	The counselors will offer therapeutic intervention for children with behavioral, personal, and academic challenges; provide guidance and advice to after-school program instructors to improve classroom management, build resilience in youth, and support conflict resolution skills; and advocate for youth. By the end of the grant period, 110 youth and parents in the after-school program, and families in the Havenscourt neighborhood will be served.

East Oakland Youth Alliance (La Alianza)	\$2,300	La Alianza works to give youth and families living in challenging conditions the confidence and skills to thrive, not just survive, and to achieve their full, unique potential. Its Summer of Leadership and Service community celebration honored the efforts of parents, youth, and neighborhood partners.	Peer leaders and parent volunteers were acknowledged for their community service and for working to build a safe, healthy East Oakland. The celebration, which drew approximately 200 people, included information, materials, and presentations by a team of first-generation college students. Information on the importance of fruits and vegetables to a well-rounded nutritional plan was provided as well as the chance to enjoy a healthy meal in a celebratory atmosphere.
Ella Baker Center For Human Rights In California	\$50,000 (\$15K from KFH-Oakland \$35K from Northern California Region, split with KFH-SF and KFH-Hayward)	Support for a community-driven research project in which families, business leaders, and advocates will co-create public safety and economic solutions to break cycles of violence and poverty.	To date, Ella Baker Center has reached 98 formerly incarcerated individuals and their family members who participated in focus groups and surveys. In partnership with Lawyers Committee for Civil Rights, the Center hosted a business summit that drew 143 participants from 112 businesses. Of the 90 who completed a survey, 43 said they have a decision-making role related to hiring. The Center plans to conduct in-depth interviews with 10 to 15 local employers.
Ella Baker Center For Human Rights In California	\$4,760	Support for Ella Baker Center's annual Justice Rising Breakfast.	<i>New York Times</i> bestselling author Baratunde Thurston moderated a dialogue with Van Jones, co-founder of the Ella Baker Center; Michelle Alexander, author and civil rights lawyer; and Shaka Senghor, writer, motivational speaker, and MIT Media Lab Fellow who spent 19 years in Michigan's Department of Corrections. Thanks to the generosity of attendees and sponsors, Ella Baker Center raised more than \$50,000 and strengthened partnerships with its allies.
Family Violence Law Center (FVLC)	\$4,250	Sponsorship of an event to celebrate 36 years of serving the community. In 2014, the focus was to raise awareness about domestic violence and its impact on the lives of Alameda County families.	FVLC outdid its goal of \$50,000 and raised \$63,966 in unrestricted funds, which will allow it to continue changing attitudes about and experiences of domestic violence in Alameda County. FVLC also strengthened its ties to past donors and developed new relationships with local business owners.
Filipino Advocates for Justice (FAJ)	\$2,500	Sponsorship for event that celebrates local community innovators and trail blazers who started FAJ in 1990s to promote self-sufficiency and community empowerment through youth development, low-wage worker support, civic engagement, and immigration services.	FAJ raised \$32,000 and had 205 attendees, achieving about 80% of its fundraising and attendance goals.
Fred Finch Youth Center (FFYC)	\$10,000	Turning Point, FFYC's transitional housing program in Berkeley serves youth 18 to 25	The program will serve 32 youth who will participate in trauma-informed treatment to help them recover from trauma and manage

		who are homeless at the time of entry. The grant supports expansion of FFYC's early intervention efforts to reduce the likelihood of further violence or victimization among program participants.	stress/anxiety. Turning Point staff and their young clients will co-develop individualized service plans and SMART goals appropriate to each youth's circumstances, strengths, skills, and needs. In addition, participants will attend weekly workshops on various life skills, mediation meetings between housemates, and resident council activities.
Jewish Family and Children's Services of the East Bay (JFCS)	\$1,550	Support for a JFCS event that increases community awareness of the wide range of programs and services it provides to 8,000 residents in Alameda and Contra Costa counties each year and raises funds to support those efforts.	About 400 East Bay community leaders and members attended the event. Of the 142 attendees who completed a satisfaction survey, 80% agreed that they learned something new at the event or had access to resources. JFCS gained some new supporters and raised \$100,000.
Lincoln Child Center	\$20,000	Program provides training for teachers and support staff at five HOPE schools (four K-5 and one high school) in Oakland where mental health services are provided. The goal is to increase teachers' knowledge of trauma's impact on students and to improve their ability to respond and teach using trauma-informed methods.	To date, Lincoln Child Center has worked with 126 teachers at four schools, eight administrators, and 1,832 students. Teachers learned about the physiological effects of trauma and how to identify the symptoms of undiagnosed traumatic stress, and practiced coping skills, rituals, routines, and other short- and long-term strategies. Administrators and teachers now hold healing circles for students who need to process their trauma and community circles for staff and students who want to learn how to support others. The circles take place during lunch, recess, or study hall. So far, 87% of training participants exhibited increased knowledge and 100% increased their use of strategies.
MISSEY (Motivating, Inspiring, Supporting, and Serving Sexually Exploited Youth)	\$4,760	Support for a MISSEY event to celebrate the work of its founders and its success in helping young women transition from a life of being trafficked to one in which they are successful and independent.	For the last six years, MISSEY has been at the forefront of the anti-human trafficking movement in Alameda County and beyond. Through a combination of intensive case management, youth advocacy, mentoring services, and a day time drop-in center, it has served more than 1,000 children and youth. The event met the target of 300 attendees and exceeded the fundraising goal, bring in \$98,000.
Oakland Leaf	\$5,000	Using the practices/principles of restorative justice circles, Oakland Leaf developed Leaf Cyphers, an after-school program that shows students how to solve problems without violence and provides opportunities to build lasting relationships with their peers.	During the grant year, Oakland Leaf plans to reach 1,200 students. By mid-year, it had reached 820 students who participated in weekly restorative justice circles and spend an average of 75 to 225 minutes in the program each week. Leaf Justice circles are held at six Oakland schools.

SEEDS (Services that Encourage Effective Dialogue and Solutions) Community Resolution Center	\$2,500	Support for a SEEDS' evening event that recognized National Conflict Resolution Day and honored community members whose work demonstrates a shared commitment to SEEDS vision.	Event highlighted SEEDS' groundbreaking, transformative work to resolve community conflict, provide restorative justice services to schools, and build a more peaceful Alameda County. The event met its goals: 122 attendees received information on SEEDS' accomplishments and services and \$28,505 was raised to support those efforts.
Youth Alive!	\$500	Support for the organization's Celebration of Success dinner, highlighting clients who have achieved some of their goals (e.g., enrolling in school, gaining employment, or demonstrating safer behaviors).	Participants and their families enjoyed an evening of food, awards, and fun. Youth ALIVE ! celebrated and recognized the steps its young clients took towards healing and becoming exceptional community members, and gave a special thanks to their parents, siblings, and caregivers. Of the eight students honored at the ceremony; six were present to receive their award.
La Clínica De La Raza	\$40,000	Project will screen youth to identify those with trauma symptoms and make appropriate links to ongoing behavioral health services. La Clínica clinicians will receive Cognitive Behavioral Intervention for Trauma in Schools (CBITS) training, and Oakland Unified School District (OUSD) school staff will be trained on impact of violence exposure and trauma on youth.	Expectation is that 100 youth in grades 6 and 8 will be screened and connected to onsite services as appropriate. 20 La Clínica staff will be trained to use CBITS, and 20 OUSD staff will receive training regarding the impact of trauma on youth.
LifeLong Medical Care	\$30,000	This project will expand the system of care for youth experiencing trauma through universal screening, individual and group counseling, and identifying additional community resources for youth and their families available during times that school is not in session.	Expectation is that 432 youth will be screened for trauma at Elmhurst Community Prep and Alliance Academy within Oakland Unified School District, and those identified are connected with appropriate services. In addition, students and families will work with a trauma-informed care team to access and utilize resources to help prevent interruption of services between school sessions.
East Bay Agency for Children (EBAC)	\$40,000	Project will expand trauma screenings for students and provide training through EBAC's Trauma Awareness Group (TAG) curriculum for school administration, staff, teachers, and students and other providers and clinicians.	Expectation is that 40 Health and Wellness Center staff will be trained to screen for trauma at Frick Middle School in Oakland. 313 students will be screened, and identified youth will be connected with services. 80% of youth completing the TAG curriculum will gain a less pathologized understanding of themselves and their trauma, gain tangible skills to regulate feelings and behavior, and decrease truancy and expulsion.
Ujima Foundation	\$40,000	Project staff will conduct individual and family trauma screening for youth who have	Expectation is that project will screen 100 youth who have experienced violent crime at three Oakland Unified School District

		experienced violent crime, provide afterschool programming to improve academic performance, and conduct Student Trauma Professional Development Workshops for administrators and teachers.	schools (Burkholder, West Oakland and Parker), and conduct 2 workshops for administrators and teachers.
Youth Radio	\$225,000 (18 months)	Youth Radio's Innovations in Health Media and Careers project will bring youth together with professionals to produce high-impact health media for major national and international audiences, and to create digital products (a mobile or web-based app) to engage youth on critical public health issues. Program will also include a pilot career pathway program that connects students with Kaiser Permanente workforce efforts.	About 100 young people directly reached and over 20 million listeners/viewers indirectly reached. Expected outcomes include development and launch of a mobile or web-based app that engages youth on major health issues; creation of an advisory network from the health field, who add value to the youth-led journalism; production of at least two monthly health content items for publication or broadcast by local and/or national media outlets and youthradio.org; increased public awareness of youth health issues; and increased receptivity among media outlets to include youth health perspectives
Youth UpRising (YU)	\$250,000	YU will formalize a structure to connect its core competencies with ongoing programs and work to link all four program tiers into an aligned and progressive pathway for youth. Through this grant, YU will also lead a planning process to identify opportunities to develop and support organizations to create community economic and social development.	Anticipated reach is 2,000 young people and organizational leaders. Expected outcomes: <ul style="list-style-type: none"> • Youth participating in Career Pathways and Social Enterprises exhibit familiarity with social, activist, cultural movements; ability to define and implement Safe Space; Facilitation and Presentation Skills, and Group Collaboration Skills. • Youth with more advanced leadership development and goal attainment are trained to lead programming for new organization participants • More youth working on short-term, crisis intervention issues • Constellation brief on planning process around economic and social development completed and available for dissemination

Non-Financial Contributions Highlights

Beneficiary	Description of Non-Financial Contribution	Results to Date
Various community-based organizations	A day-long trauma-informed care (TIC) training session for Kaiser Permanente clinicians and staff and community providers, including some of our local grantees.	The session, led by a clinician and renowned TIC expert, drew 56 participants from across the East Bay. Participants gained valuable new skills and had the opportunity to network with colleagues in the field. CEUs (continuing medical education units) were available for clinicians. The training was coordinated by

		KFH-Oakland CB staff, who secured the meeting space and lunch/snacks.
Oakland School for the Arts, Urban Promise Academy, Montera Middle School, and Lincoln Child Center	KPET's <i>Nightmare on Puberty St.</i> a fast-paced show featuring current music and dance, encourages students to talk about critical health issues and ask questions. As with all KPET performances, it is provided free of charge to schools and communities.	KPET performed <i>Nightmare on Puberty St.</i> for the three schools and Lincoln.

2015 GOALS UPDATE

The goals will remain unchanged for 2015.

2015 STRATEGIES UPDATE

The strategies will remain unchanged for 2015.

PRIORITY HEALTH NEED IV: BROADER HEALTH CARE SYSTEM NEEDS IN OUR COMMUNITIES – WORKFORCE

LONG-TERM GOAL

- Address health care workforce shortages and cultural and linguistic disparities in the health care workforce

INTERMEDIATE GOAL

- Increase the number of skilled, culturally competent, diverse professionals working in and entering the health care workforce to provide access to quality culturally relevant care

STRATEGIES

- Implement health care workforce pipeline programs to introduce diverse, underrepresented school-age youth and college students to health careers
- Provide workforce training programs to train current and future health care providers with the skills, linguistic, and cultural competence to meet the health care needs of diverse communities
- Disseminate knowledge to educational and community partners to inform curricula, training, and health career ladder/pipeline programs
- Leverage CB-funded programs to develop strategies to increase access to allied health, clinical training, and residency programs for linguistic and culturally diverse candidates
- Increase capacity in allied health, clinical training and residency programs to address health care workforce shortages through the provision of clinical training and residency programs
- Leverage Kaiser Permanente resources to support organizations and research institutions to collect, standardize, and improve access to workforce data to enhance planning and coordination of workforce training and residency training programs

EXPECTED OUTCOMES

- Increased number of diverse youth entering health care workforce educational and training programs and health careers
- Increased number of culturally and linguistically competent and skilled providers
- Increased awareness among academia of what is required to adequately train current and future allied health, clinical and physician residents on how to address the health care needs of our diverse communities

- Increased participation of diverse professionals in allied health, clinical training and residency programs
- Improved access to relevant workforce data to inform health care workforce planning and academic curricula

2014 YEAR-END RESULTS

Grant Highlights			
Grantee	Grant Amount	Brief Project Description	Results to Date
Stiles Hall	\$75,000 This grant impacts all KFH hospital service areas in Northern California Region.	This program helps African American, Latino, and Native American students complete their UC Berkeley application and personal statements. It also provides the students with tools, mentors, and other resources to help them stay in school and graduate.	Stiles Hall staff recruit, inform, and encourage high achieving, low-income underrepresented students thereby doubling their chances of admissions to U.C. Berkeley and providing a home-base for first generation college students. The program will also help 10 students meet with Kaiser Permanente professionals to discuss health career opportunities and experiences.
Medical Education and Cooperation with Cuba (MEDICC)	\$40,000 This grant impacts four KFH hospital service areas in Northern California Region.	MEDICC's Latin American Medical School (ELAM) expands the pool of diverse primary care physicians who are committed to caring for California's medically underserved communities. Grant will provide summer clinical placements at 10 Northern California sites, including KFH-San Francisco, KFH-Richmond, and KFH-Fremont, for U.S. medical students training in Cuba.	The goal was for all ELAM students to successfully complete their placements. In post-placement evaluations, all students rated their familiarity with the U.S. health care system as excellent or good, all said they would use their placement experience on their CVs, two-thirds said they would request letters of recommendation from their placement site preceptors, and all preceptors said they would accept ELAM students next year.
UC Davis Summer Institute for Emerging Managers and Leaders	\$50,000 This grant impacts all KFH hospital service areas in Northern California Region.	The Institute identifies and recruits talented underrepresented minority students and invites them to attend a two-week leadership development program that aims to a pipeline of diverse students who choose to pursue MBA degrees within the University of California system.	During the program, 54 participants from 27 institutions met with alumni, deans, faculty, and business executives from the six UC business schools. They attended pre-MBA workshops led by business school graduate advisors and deans to learn more about graduate education opportunities within the UC system. They learned about effective presentations, marketing analytics, leadership, accounting, and other topics, and left with a concrete plan to build their résumés and careers to be stronger candidates for business school.
Inroads, Inc.	\$60,000	Support intern training at Pacific Northwest Learning Summit and Inroads' initiative to increase the number of student internship opportunities in health care careers in Northern California.	The goal is for the annual learning summit to prepare 100 new/continuing interns for the workplace. Inroads will conduct outreach and recruit 20 new corporate sponsors in health care related fields and create new internship slots, and conduct outreach, recruit, screen, and prepare 60 potential internship participants who are interested in

	This grant impacts all KFH hospital service areas in Northern California Region.		health care-related fields, place 20 of them into the new positions, and support them with a year-round personalized curriculum.
Diversity in Health Training Institute	\$95,000 This grant impacts six KFH hospital service areas in Northern California Region.	The Healthcare Career Pathways Program (HCPP) helps immigrants and refugees succeed in health care jobs through case management, communication skills classes, referrals, support, and job search skills contextualized for health care.	HCPP expects to: <ul style="list-style-type: none"> • Recruit at least 100 immigrants/refugees interested in allied health professions • Screen and assess 60 qualified applicants for enrollment into HCPP • Increase job readiness/employment skills • Increase partnerships with health care providers to offer job shadowing and training placements
UCSF School of Medicine Post Baccalaureate Program	\$124,164 This grant impacts all KFH hospital service areas in Northern California Region.	This graduate certificate program prepares individuals from disadvantaged and underserved communities for careers in medicine by providing academic enrichment, assistance with medical school applications, MCAT preparation, mentoring, and advising.	The program aims to prepare 16 to 24 participants for successful admission to medical school by strengthening their academic profiles and applications. And to ensure they successfully complete medical school, the program helps participants develop the necessary skills and tools, and provides needs-based scholarships to those who qualify.
Emerald Cities Collaborative (ECC)	\$75,000 This grant impacts two KFH hospital service areas in Northern California Region.	To identify investment opportunities to expand health-related jobs and services in food production/processing/distribution, clean energy, building services, and related services in the Oakland/Richmond area.	ECC is working on an anchor institutions feasibility study that will include: <ul style="list-style-type: none"> • Supply chain analyses to identify size/scope of anchor partners' procurement opportunities • Type/scale of local jobs and business opportunities based on procurement • Proposed community development strategy • Assessment of investment opportunities/needs and of potential health outcomes
Physicians Medical Forum	\$50,000 This grant impacts twelve KFH hospital service areas in Northern California Region.	The Doctors on Board Community Health Ambassador program will increase the number of African American and other underrepresented minority students who are interested in becoming physicians through workshops, education, and mentoring opportunities.	The goal is that at least 250 high school, post-baccalaureate and medical students will have increased awareness of and interest in applying for science courses, pre-med college/university, MCATs, and applications to medical school.

Mentoring in Medicine and Science (MIMS)	\$89,998 This grant impacts nine KFH hospital service areas in Northern California Region.	MIMS' Clinical Immersion and Mentoring Summer Internship/ Healthy Ambassador Program provides college and high school students with hands-on health career exposure, one-on-one advising, health education, and leadership development.	MIMS expects to give 90 students experience in an acute health care setting at Alameda County Medical Center (Highland Hospital) in Oakland.
Roberts Enterprise Development Fund (REDF)	\$90,000 This grant impacts four KFH hospital service areas in Northern California Region.	Connect health care institutions to social enterprises so they can access trained talent and outsource to create jobs and pathways that work for people facing significant barriers due to histories of incarceration, homelessness, and disabilities.	REDF expects to: <ul style="list-style-type: none"> • Identify concrete opportunities for large-scale health care institutions to procure and hire from social enterprises and other employers that hire and train people who face significant barriers to work • Produce a white paper outlining initiative results and implementation strategies

2015 GOALS UPDATE

The goals will remain unchanged for 2015.

2015 STRATEGIES UPDATE

The strategies will remain unchanged for 2015.

PRIORITY HEALTH NEED V: BROADER HEALTH CARE SYSTEM NEEDS IN OUR COMMUNITIES – RESEARCH

LONG-TERM GOAL

- Increase awareness of the changing health needs of diverse communities

INTERMEDIATE GOAL

- Increase access to and availability of relevant public health and clinical care data and research

STRATEGIES

- Disseminate knowledge and expertise to providers to increase awareness of the changing health needs of diverse communities to improve health outcomes and care delivery models
- Translate clinical data and practices to disseminate findings to safety net providers to increase quality in care delivery and to improve health outcomes
- Conduct, publish, and disseminate high-quality health services research to the broader community to address health disparities, and to improve effective health care delivery and health outcomes
- Leverage Kaiser Permanente resources to support organizations and research institutions to collect, analyze, and publish data to inform public and clinical health policy, organizational practices, and community health interventions to improve health outcomes and to address health disparities

EXPECTED OUTCOMES

- Improved health care delivery in community clinics and public hospitals

- Improved health outcomes in diverse populations disproportionately impacted by health disparities
- Increased availability of research and publications to inform clinical practices and guidelines

2014 YEAR-END RESULTS

Grant Highlights			
Grantee	Grant Amount	Brief Project Description	Results to Date
<p>UCLA Center for Health Policy Research (20630254, 20630254.01)</p> <p>Grant distributed from the Kaiser Permanente Fund for Community Benefit, a donor advised fund established in 2004 and administered by East Bay Community Foundation. As such, the grant amount is not included in 2014 Community Benefit totals (Tables A, B, and 2).</p>	<p>\$1,000,000 (\$500K in 2014)</p> <p>Grant impacts all KFH hospital service areas in Northern California Region.</p>	<p>To effectively and efficiently address the needs of any given community, residents, civic leaders, businesses, and health care and public health providers need access to sound, credible data. The California Health Interview Survey (CHIS) collects data on access to health care, health coverage, health behaviors, chronic health problems, and other issues. The information is disseminated through data files, online query tools, and research products such as policy briefs, reports, fact sheets, and articles.</p>	<p>Grant funds will allow the Center to:</p> <ul style="list-style-type: none"> • Collect data and develop files for 48,000 households. • Develop 2013-2014 field ready survey questionnaires and include Tagalog. • Conduct at least 10 online AskCHIS workshops for at least 200 participants across the state; engage the new AskCHIS Neighborhood Edition (NE) query. • Analyze CHIS data and produce a policy brief on a topic chosen by Kaiser Permanente Community Benefit staff. • Increase capacity of nonprofit community organizations to understand, evaluate, and use health data
<p>UCLA Center for Health Policy Research (20630254.01)</p> <p>Grant distributed from the Kaiser Permanente Fund for Community Benefit, a donor advised fund established in 2004 and administered by East Bay Community Foundation. As such, the grant amount is not included in 2014 Community Benefit totals (Tables A, B, and 2).</p>	<p>\$108,200</p> <p>Grant impacts all KFH hospital service areas in Northern California Region.</p>	<p>Grant will allow CHIS to support enhancements needed for AskCHIS NE. New AskCHIS NE visualization and mapping tools will be used to demonstrate the geographic differences in health and health-related outcomes across multiple local geographic levels, allowing users to visualize the data at a sub-county level.</p>	<p>Grant funds will allow the Center to:</p> <ul style="list-style-type: none"> • Enhance in-house programming capacity for revising and using state-of-the-science small area estimate (SAE) methodology. • Develop and deploy AskCHIS NE. • Launch and market AskCHIS NE. • Monitor use, record user feedback, and make adjustments to AskCHIS NE as necessary.

In addition to the CHIS grants, two research programs – the Division of Research (DOR) and Northern California Nursing Research (NCNR) – in the Kaiser Permanente Northern California Region Community Benefit portfolio also conduct activities that benefit all Northern California KFH hospitals and the communities they serve.

DOR conducts, publishes, and disseminates high-quality research to improve the health and medical care of Kaiser Permanente members and the communities we serve. Through interviews, automated data, electronic health records (EHR), and clinical examinations, DOR conducts research among Kaiser Permanente’s 3+ million members in Northern California. Its research projects encompass epidemiologic and health services studies as well as clinical trials and program evaluations. Primary audiences for DOR’s research include clinicians, program leaders, practice and policy experts, other health plans, community clinics, public health departments, scientists and the public at large. Community Benefit supports the following DOR projects:

DOR Projects	Project Information
Central Research Committee (CRC)	Information on recent CRC studies can be found at: http://insidedorprod2.kp-dor.kaiser.org/sites/crc/Pages/projects.aspx
Clinical Research Unit (CCRU)	CCRU offers consultation, direction, support, and operational oversight to Kaiser Permanente Northern California clinician researchers on planning for and conducting clinical trials and other types of clinical research; and provides administrative leadership, training, and operational support to more than 40 regional clinical research coordinators. CCRU statistics include 420 clinical trials and 370 FDA-regulated clinical trials.
Research Program on Genes, Environment and Health (RPGEH)	RPGEH is working to develop a research resource linking the EHRs, collected biospecimens, and questionnaire data of participating KPNC members to enable large-scale research on genetic and environmental influences on health and disease; and to utilize the resource to conduct and publish research that contributes new knowledge with the potential to improve the health of our members and communities. By the end of 2014, RPGEH had enrolled and collected specimens from more than 200,000 adult KPNC members, had received completed health and behavior questionnaires from more than 430,000 members; and had genotyped DNA samples from more than 100,000 participants, linked the genetic data with EHRs and survey data, and made it available to more than 30 research projects

A complete list of DOR's 2014 projects is at <http://www.dor.kaiser.org/external/dorexternal/research/studies.aspx>. Here are a few highlights:

Research Project Title	Alignment with CB Priorities
Risk of Cancer among Asian Americans	Research and Scholarly Activity
Racial and Ethnic Disparities in Breastfeeding and Child Overweight and Obesity	Healthy Eating, Active Living
Transition from Healthy Families to Medi-Cal: The Behavioral Health Carve-Out and Implications for Disparities in Care	Access to Care Mental/Behavioral Health
Ethnic and Racial Disparities in Dementia Incidence	Access to Care
Health Impact of Matching Latino Patients with Spanish-Speaking Primary Care Providers	Access to Care
Sociodemographic and Other Factors Affecting Response to a 2012 Regional FIT (Fecal Immunochemical Test) Outreach Effort	Access to Care
Healthcare Using New Technologies: A comparison of access to, use of, and preferences for using digital information technology to communicate, transact, and obtain health-related information across five race/ethnic groups of seniors aged 65-79.	Access to Care
RPGEH Project Title	Alignment with CB Priorities
Prostate Cancer in African-American Men	Access to Care Research and Scholarly Activity
RPGEH high performance computing cluster. DOR has developed an analytic pipeline to facilitate genetic analyses of the GERA (Genetic Epidemiology Research in Adult Health and Aging) cohort data. Development of the genotypic database is ongoing; in 2014, additional imputed data were added for identification of HLA serotypes.	Research and Scholarly Activity

The NCNR program was established to improve the health and well-being of Kaiser Permanente members and the community-at-large. The nurse scientist-director supports these goals by providing research consultation, design, editing, abstract and manuscript development for internal and external publication and dissemination. Highlights of Community Benefit-funded NCNR projects in 2014 include:

Project Title	Alignment with CB Priorities
African American grandparents raising their grandchildren: A service gap analysis	Increase Access to Social Non-Medical Services for Vulnerable and Low-Income Populations

Intent of Hispanic/Latino adolescents toward tissue and organ donation: A study of an educational intervention.	Increase Access to Social Non-Medical Services for Vulnerable and Low-Income Populations
Quality improvement project aimed at preventing hospital readmissions of elderly patients with chronic conditions such as diabetes and diabetes-related diseases	Healthy Eating, Active Living
Caring, Filipino Population and Satisfaction Scores	Access to Care

The main audience for NCNR-supported research is KP and non-KP health care professionals (nurses, physicians, allied health professionals), community-based organizations, and the community-at-large. Findings are available at the Nursing Pathways NCNR website: <https://nursingpathways.kp.org/ncal/research/index.html> and bimonthly WebEx programs at <https://nursingpathways.kp.org/ncal/research/nursingresearchprogram/2014meetingsandpresentations.html>.

2015 GOALS UPDATE

The goals will remain unchanged for 2015.

2015 STRATEGIES UPDATE

The strategies will remain unchanged for 2015.