



Kaiser Foundation Hospital – Northern California Region

2013 COMMUNITY BENEFIT YEAR-END REPORT AND 2014-2016 COMMUNITY BENEFIT PLAN

OAKLAND



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INTRODUCTION

This is the eighteenth *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 2014* 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 2013, the 35 hospitals undertook activities and projects to address selected priority needs identified in 2010 in their respective communities. This report documents the results of these efforts. The process of producing the KFH *Consolidated Community Benefit Plan 2014* 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 2013 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 2014* 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 2013

- Statewide and individual hospital Community Benefit provided by KFH in 2013, 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 2013 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 general hospital facts, a service area map, a list of cities and communities served, a summary of selected demographic and socioeconomic statistics about the area served, a list of the hospital's leadership, a brief overview of the 2010 Community Health Needs Assessment (CHNA) process and 2011–2013 Community Benefit Plan, and 2013 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 2013 (Table 2).
- Each hospital section concludes with a link to the 2013 CHNA report on the Kaiser Permanente Share website (www.kp.org/chna) and a description of the 2014–2016 Community Benefit Plan.

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 9.1 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 nearly 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; Cesar Villalpando, Senior Vice President and Chief Administrative Officer, Interim Senior Vice President, Hospital and Health Plan Area Operations; Ed Glavis, Interim 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, Health Care Reform and Continuum of Care.

The 2014 KFHP/H leadership team in Southern California includes Benjamin Chu, MD, President; William Caswell, Senior Vice President, Operations; Jerry McCall, Senior Vice President, Operations; George Di Salvo, Senior Vice President and Chief Financial Officer; Patti Harvey, Senior Vice President, Quality and Risk Management, Patient Care Services, and Clinical Operations Support; John Yamamoto, Vice President and Assistant General Counsel, National Legal Counsel; Dennis Scott, Vice President, Compliance and Privacy; Jodie Lesh, Senior Vice President, Strategic Planning and New Ventures; Arlene Peasnall, Senior Vice President, Human Resources; Diana Halper, Vice President Integrated Brand Communications; Wade Overgaard, Senior Vice President, California Health Plan Operations; Jerry Spicer, Vice President, Patient Care Services; David Kvanetz, Vice President, National Pharmacy Programs and Services; and James Crawford, Vice President, Business Information Officer.

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. Jeffrey Weisz, 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, Hayward, Irvine, Los Angeles, Manteca, Modesto, Moreno Valley, Oakland, Ontario, Panorama City, Redwood City, Richmond, Riverside, Roseville, Sacramento, San Diego, San Francisco, San Jose, 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 442 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 2013

This chapter includes descriptions of all Community Benefit programs and services provided by Kaiser Permanente in 2013. 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 2013, KFH provided a total of \$776,303,922 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 (\$588,236,946) and for health research, education, and training programs (\$111,927,357). KFHP also expended \$59,300,998 on other benefits for vulnerable populations and \$16,838,622 on projects benefiting the broader community.

BENEFITS BY HOSPITAL SERVICE AREA

Table B shows total Community Benefit contributions made in 2013 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 2013.

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 2013, KFHP spent a total of \$520,264,474 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 2013, KFHP/H provided comprehensive inpatient and outpatient care to approximately 352,034 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.

HEALTHY FAMILIES PROGRAM

In 2013, KFHP successfully transitioned its Healthy Families Program members into Medi-Cal, as required by the state of California. Healthy Families, California's version of the State Children's Health Insurance Program (SCHIP), is a federally and state-funded insurance program that provides low- and moderate-income families with health insurance for their children

under age 19. The program provides comprehensive health benefits, including dental and vision care. To qualify, families must have a total income between 100% and 250% of the federal income guidelines, and the children must be ineligible for Medi-Cal coverage.

CHARITABLE HEALTH COVERAGE PROGRAMS

Through Kaiser Permanente's Charitable Health Coverage Programs, approximately 86,000 low-income adults and children, who are ineligible for other public or private health insurance, receive subsidized coverage from Kaiser Permanente each year.

- In California in 2013, the Kaiser Permanente Child Health Plan (KPCHP) provided subsidized health coverage to 77,135 children 0 to 19 whose family income was up to 300% of the federal poverty level and who lacked access to other coverage due to their immigration status or family income. They received comprehensive benefits, including preventive care, inpatient and outpatient services, prescriptions, and vision and dental care. Premiums in 2013 were \$8 or \$15 per child per month, depending on family income, for up to three children with no charge for additional children.
- 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 2013 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. In 2013, Kaiser Permanente provided health coverage to 2,904 Healthy San Francisco members.

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 2013, KFH contributed \$145,170,014 to help patients with limited or no resources pay for care provided in KFH facilities.

GRANTS AND DONATIONS FOR MEDICAL CARE SERVICES

KFH donated \$67,972,472 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 2013, KFH donated \$59,300,998 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 1,386 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 2013, WCLC provided services to a total of 1,717 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. INROADS. These programs offer employment, mentoring, and training opportunities, as well as potential full-time employment upon completion. In 2013, 601 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. INROADS:** Since 1987, Kaiser Permanente has worked with the INROADS organization to offer L.A.U.N.C.H., a unique program designed to provide students with practical experience in the health care field and to offer successful participants exciting career opportunities following graduation. Together, we remain 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 Kaiser Permanente L.A.U.N.C.H. INROADS, we are making a solid investment in developing health care leaders capable of guiding us into the future. Kaiser Permanente L.A.U.N.C.H. INROADS 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 \$34,754,020 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 2013, KFH spent \$16,838,622 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 2013, Regional Health Education provided more than 400 activities—responding to requests for materials, trainings, presentations, event staffing, technical assistance, and publication development—that reached more than 264,000 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 27th 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 2013, KPET provided programs throughout Kaiser Permanente Northern California that align with CHI. In fact, 80% of KPET's total services in 2013 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 2013, KPET developed twelve new partnerships and served more than 322,892 children and adults through 1,416 events, which ranged from school performances and workshops to community presentations and trainings.

In NCR, KPET offered the following services in 2013 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 2013, 213,635 children and adults attended one of 1,377 KPET performances. For the past several years, KPET has provided MPOWER (empower), a summer enrichment program that challenges students to explore health via self-expression through art, music, theatre, and movement. Ongoing partnerships include WCLC and Madison Middle School in North Hollywood; new partnerships include Boys and Girls Club of Redlands. MPOWER 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 Literacy Promotion Program (grades K-2) includes the play, *Jay and E and the ZigZag Sea* and a student workshop in which the actor-educators engage students in a LEA (language experience approach)-based activity. The program is designed to inspire and encourage students to read. Key concepts include reading is fun and sounding out words one letter at a time

- The Obesity Prevention Program (grades 4-5) 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 Conflict Management Program (grades 3-5) the play, *Drummin' Up Peace*, and a student workshop. The program is designed to complement conflict resolution and violence prevention efforts in schools and community locations. Key topics include steps to managing conflict, empathy, cooperation, and communication.

GRANTS AND DONATIONS FOR THE BROADER COMMUNITY

KFH donated \$3,945,573 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 2013, KFH spent \$111,927,357 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 2013, KFH contributed \$69,635,244 to educate more than 2,557 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 2013, there were 68 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. Thirteen students participated in the program in 2013.

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 2013, 373 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 2013, 189 scholarships totaling \$323,000 were awarded.

BOARD OF REGISTERED NURSING AND CLINICAL TRAINING PROGRAMS – (BRN-CTA)

The BRN-approved Nursing Work Study Program provides nursing students with clinical experience through nurse work study courses and internships at Kaiser Permanente medical facilities. Nurse interns are exposed to Kaiser Permanente's evidence-based practices, reinforcing the nursing curriculum and supporting them to BSN matriculation. Interns receive support and mentorship from BRN faculty and work under the direct supervision of Kaiser Permanente staff and RNs. In 2013, 83 students participated in the BRN Work Study program.

In SCR, the program is administered jointly by affiliated nursing programs and hospital education departments. In 2013, a total of 20 students were assigned to KFH facilities. Academic partners were 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 2013, Kaiser Permanente trained 117 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 2013, 279 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 2013, the program offered 25 physical therapy residency slots at KFH hospitals in Southern California. Residents, fellows, and clinical faculty of our program continue to provide physical therapy services for patients at 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 MOVEMENT SCIENCE FELLOWSHIP

This fellowship program provides education in the specialty area of movement science, with a focus on advanced training in movement analysis, therapeutic exercise, and ergonomic instruction for patients with musculoskeletal conditions. Each year, there are six Movement Science fellowship slots at KFH hospitals in Southern California.

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 four 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 three 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 eight interns at each location.

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 185 students in 2013.

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 2013, approximately 551 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 2013, 732 students participated in the program at various KFH locations in Southern California.

GRANTS AND DONATIONS FOR THE EDUCATION OF HEALTH CARE PROFESSIONALS

KFH spent \$3,052,844 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)

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 three million plus 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; 313 studies were published in 2013. Research projects include 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, pharmacoepidemiology, 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 California State Department of Health Services; University of California at Berkeley, San Francisco, and Davis; and Stanford University. DOR also works with Kaiser Permanente Community Benefit to enhance communication and collaboration between DOR and Kaiser Permanente members, community residents, and other key stakeholders. Financial and other CB support enables DOR to attract additional private funding and ensures more community engagement and participation in DOR activities.

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 2013, there were 981 active projects and 315 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 103 new, continuing, and/or completed Nursing Research Program projects and two studies published in 2013. 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 2013

	2013 Total
Medical Care Services for Vulnerable Populations	
Medi-Cal ¹	\$305,204,709
Healthy Families ²	17,947,889
Charity care: Charitable Health Coverage Programs ³	51,941,862
Charity care: Medical Financial Assistance program ⁴	145,170,014
Grants and donations for medical services	67,972,472
Subtotal	\$588,236,946
Other Benefits for Vulnerable Populations	
Watts Counseling and Learning Center	\$3,092,770
Educational Outreach Program	1,020,303
Summer Youth and INROADS programs	2,335,171
Grants and donations for community-based programs	34,754,020
Community Benefit administration and operations	18,098,734
Subtotal	\$59,300,998
Benefits for the Broader Community	
Community health education and promotion programs	\$1,234,309
Kaiser Permanente Educational Theatre	9,670,182
Facility, supplies, and equipment (in-kind donations) ⁵	471,283
Community Giving Campaign administrative expenses	775,589
Grants and donations for the broader community	3,945,573
National Board of Directors fund ⁶	741,686
Subtotal	\$16,838,622
Health Research, Education, and Training	
Graduate Medical Education ⁷	\$69,635,244
Non-MD provider education and training programs ⁸	20,487,969
Grants and donations for the education of health care professionals	3,052,844
Health research	18,751,300
Subtotal	\$111,927,357
Total Community Benefits Provided	\$776,303,922

See endnotes on the following page.

ENDNOTES

- 1 Amount reported is the sum of the cost of unreimbursed inpatient care provided to Medi-Cal managed care members and the unbillable, unreimbursed inpatient care provided to Medi-Cal Fee-For-Service beneficiaries.
- 2 Amount includes the cost of unreimbursed inpatient expenditures for Healthy Families members.
- 3 Amount includes the cost of unreimbursed inpatient expenditures for Kaiser Permanente Child Health Plan members.
- 4 Amount includes the cost of unreimbursed inpatient and outpatient care provided through the Medical Financial Assistance Program.
- 5 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.
- 6 Each Kaiser Permanente hospital-based region contributes funds to the national Program Office for community projects in California and across the United States.
- 7 Amount reflects the net direct expenditures.
- 8 Amount reflects the net expenses after tuition reimbursements for health profession education and training programs.

Table B

KAISER FOUNDATION HOSPITALS IN CALIFORNIA

HOSPITAL SERVICE AREA SUMMARY TABLE

COMMUNITY BENEFITS PROVIDED IN 2013

NORTHERN CALIFORNIA HOSPITALS	
Antioch	\$19,007,986
Fremont	11,527,837
Fresno	15,385,500
Hayward	19,872,647
Manteca	10,845,598
Modesto	10,900,339
Oakland	41,741,824
Redwood City	9,857,478
Richmond	18,447,312
Roseville	24,535,607
Sacramento	34,451,721
San Francisco	24,240,596
San Jose	18,270,880
San Rafael	11,897,664
Santa Clara	29,514,186
Santa Rosa	22,137,388
South Sacramento	39,380,534
South San Francisco	8,057,312
Vacaville	14,368,974
Vallejo	26,644,037
Walnut Creek	19,441,247
Northern California Total	\$430,526,667

SOUTHERN CALIFORNIA HOSPITALS	
Anaheim	\$24,170,337
Baldwin Park	21,321,094
Downey	34,726,216
Fontana	33,162,488
Irvine	9,417,849
Los Angeles	51,195,672
Moreno Valley	13,796,642
Ontario	15,223,123
Panorama City	28,867,612
Riverside	20,008,909
San Diego	28,108,969
South Bay	21,067,856
West Los Angeles	26,342,786
Woodland Hills	18,367,702
Southern California Total	\$345,777,255

CHAPTER IV: 2013 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 general 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 and described in this report complies with both the new 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 Kaiser Permanente's website ([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.
- A brief overview of the 2010 CHNA, including identification of any collaborative partners or consultants, a list of key findings from the CHNA, and the identified priority needs.
- Year-end results for Community Benefit activities and programs provided in 2013, including highlights of key local and regional grants, partnerships, and other efforts to address the prioritized needs outlined in the 2011-2013 Community Benefit Plan.
- 2013 metrics for select programs in the CB portfolio, presented at the hospital level (Table 1).
- Quantified Community Benefit provided in 2013, presented at the hospital level (Table 2).
- A link to the 2013 CHNA.
- 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

280 West MacArthur Boulevard
 Oakland, CA 94611
 (510) 752-1105

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

COMMUNITY SNAPSHOT (*COUNTY-LEVEL DATA)

Total population:	633,114
Median age:*	36.1
Average household income:*	\$70,217
Percentage living in poverty:	16.92%
Percentage unemployed:	8.92%
Percentage uninsured:	14.67%

White:	32.41%
Latino:	21.76%
African American:	21.12%
Asian and Pacific Islander:	19.84%
Other:	4.55%
Native American:	0.33%

KEY STATISTICS

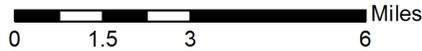
Year opened:	1942
KFH full-time equivalent personnel:	1,870.51
KFHP members in KFH service area:	197,416

Total licensed beds:	341
Inpatient days:	65,558
Emergency room visits:	54,469

KEY LEADERSHIP AT KFH-OAKLAND

Odette C. Bolano	Senior Vice President and Area Manager
Claude D. Watts, Jr.	Chief Operating Officer
Dennis J. Morris	Area Finance Officer
John Loftus, MD	Physician in Chief
Shirley Steinback	Medical Group Administrator
Jennifer Scanlon	Interim 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 2010 COMMUNITY HEALTH NEEDS ASSESSMENT SUMMARY AND FINDINGS

2010 COMMUNITY HEALTH NEEDS ASSESSMENT SUMMARY

The 2010 CHNA for KFH-Oakland is based on secondary data analyzed and reported by the Alameda County Public Health Department (ACPHD) and primary data collected through a series of community focus groups. The East Bay Area contracted with ACPHD as part of a collaborative that included Eden Medical Center and Sutter Health and was managed through the East Bay Section of the Hospital Council of Northern and Central California. The community focus groups were designed and conducted by Coleman-Smith, an Oakland-based consulting company. The East Bay Area engaged Areté Consulting to support the overall CHNA process on behalf of KFH-Oakland.

KEY FINDINGS FROM THE 2010 CHNA

Based on a careful review of the primary and secondary data collected for the 2010 CHNA, the key findings are as follows:

Access to Care Remains an Issue for Low-Income Residents of the KFH-Oakland service area:

- In 2007, before the current economic recession, 12.6% of nonelderly adults in Alameda County were uninsured.
- Current estimates (released in September 2010) from UCLA show 15% of all Alameda County residents uninsured for all or part of the year.
- Males, young adults 18 to 24, and low-income adults are more likely to be uninsured than females, older adults, or those with high incomes.
- Latinos, Asians/Pacific Islanders (APIs), and African Americans have much higher rates of uninsurance than whites. Almost 25% of Latinos were uninsured in 2005–2007.
- Among cities in Alameda County, Oakland has the highest rate of uninsured nonelderly adults, 22%. Oakland and Berkeley also have high rates of uninsured children compared to the rest of the county (11% and 12%, respectively).
- Almost half (47.8%) of adults over 65 lack dental insurance coverage, a much higher rate than younger adults (20.9%) or children (13.3%).
- Data for 2003 show that males (13.9%) are significantly more likely than females (6.9%) to lack a usual source of care.
- 10.3% of adults did not have a usual source of care: whites are most likely to have one, while APIs and African Americans are least likely.
- The uninsured are five times more likely to lack a usual source of care.
- Women are more likely than men to delay or not receive needed medical care (17.2% vs. 13.2%).
- The uninsured are more likely than the insured to delay or not receive care (20.1% vs. 14.9%).

Obesity and Overweight and Associated Chronic Conditions Are Significant Health Problems in Alameda County:

- 53% of adults in Alameda County are overweight or obese; more than 29% of children are overweight, with rates that are particularly high in Emeryville (50.3%) and Oakland (36.4%).
- Heart disease mortality throughout the KFH-Oakland service area is significantly higher than the overall county rate and rates in four cities are five or six times those for the county.
- Focus group participants indicated that health and nutrition resources are not always culturally appropriate and that exercise is difficult in neighborhoods where residents do not feel safe.

Violence Continues to Affect the Population in the KFH-Oakland Service Area; Homicide Rates Are Highest for Young Men and for African Americans:

- Homicides are six times more likely to occur among males 15 to 34 than they are for the overall county population.

- The age-adjusted homicide rate in Alameda County was 10.7 per 100,000 people. The African American homicide rate, 43.8 per 100,000, was significantly higher than the rate for any other racial/ethnic group—more than 17 times the rates of Asians and whites, and about five times the rate of Latinos.
- The homicide rate in Oakland is about 2.5 times higher than the rate for Alameda County overall.
- Emergency department visits for assault are highest among African Americans and males 15 to 24.
- African Americans were three to 10 times more likely to visit the emergency department for an assault-related injury compared to other racial/ethnic groups in Alameda County.
- Rates of emergency room visits in Oakland are 70% higher than overall county rates.
- Focus group participants highlighted the relationship of violence to economic and financial stress and the tendency for violence to extend through generations.
- Several of the focus groups indicated that mental health issues and interracial tensions are interwoven with violence.

Chronic Conditions Have a Disproportional Impact on African Americans and Pacific Islanders in the KFH-Oakland service area:

- African American and Latino adults are overweight or obese at higher rates than other races and ethnicities.
- Mortality rates for diabetes and heart disease are highest among the county's Pacific Islander and African American residents.
- HIV/AIDS case rates in Oakland are twice the rate for the county. For African Americans, the diagnosis rate is more than three times the overall county rate.
- Asthma hospitalization rates for children 0 to 5 are 50% higher in Oakland compared to the county rate. Among African Americans, the asthma hospitalization rate for children 0 to 5 is more than twice the county rate.

Prenatal Care and Prenatal Outcomes Have Emerged as Issues of Concern for Some Populations in Alameda County:

- Rates of first trimester prenatal care have dropped for all groups and for the county overall. Pacific Islanders, Latinos, and African Americans all had lower early prenatal care rates than the county average of 88.1.
- Low-birth-weight rates vary substantially by race and ethnicity. African Americans have rates 1.5 to 2.5 times higher than those for whites or Latinos.
- Emeryville has a particularly high rate of low-birth-weight compared to the county overall.
- The infant mortality rate among African Americans is 2.6 times higher than the county average and almost five times higher than for APIs.
- Neither Oakland nor Berkeley has achieved the Healthy People 2010 objective for infant mortality.

PRIORITIZED NEEDS IDENTIFIED FOR THE KFH-OAKLAND SERVICE AREA

1. Access to health insurance and health care services
2. Obesity and overweight
3. Community violence
4. Childhood asthma
5. Perinatal health

2013 YEAR-END RESULTS

PRIORITIZED NEED I: ACCESS TO HEALTH INSURANCE COVERAGE AND HEALTH CARE SERVICES

The most recent data indicate that more than 15% of county residents are uninsured. Oakland has particularly high uninsured rates: 22% of adults and 12% of children.

2013 GOALS

1. Increase the number of low-income people who enroll in or maintain health care coverage.
2. Increase access to health care services for low-income and uninsured individuals.
3. Reduce disparities in HIV infection rates and AIDS prevalence among youth and African Americans 18 to 35.

2013 STRATEGIES

1. Participate in KFHP/H Charitable Health Coverage Programs (STEPS and Kaiser Permanente Child Health Plan); participate in government programs (Medi-Cal and Healthy Families); and enroll individuals eligible for these products.
2. Provide charity care through the Medical Financial Assistance (MFA) policy and maximize efficiencies.
3. Provide grant funding to support increased access for teens through school-based clinics.
4. Coordinate with Regional Community Benefit to assure access to services for people with HIV/AIDS.

TARGET POPULATION

Uninsured and underinsured individuals in the KFH-Oakland service area and individuals at risk for HIV/AIDS.

COMMUNITY PARTNERS

Community partners include Bay Cares, Korean Community Center of the East Bay, Berkeley Food and Housing Project (BFHP), Center for Elders Independence, Saffron Strand, Alameda County Public Health Department (ACPHD), Street Level Health Project, and Operation Access (OA).

2013 YEAR-END RESULTS

KFH-Oakland's 2013 strategies, implemented in response to the need for access to health insurance coverage and health care services, reflect continued support of charitable health programs, MFA, and sponsorship opportunities that increase the ability of community-based organizations to provide greater access to services for vulnerable populations.

- KFH-Oakland provided Bay Cares with a \$5,000 contribution to support its concert event Test for a Ticket (T4T). Bay Cares offered youth and young adults 14 to 29, who received an HIV test and results, a free concert ticket. Thanks to a three-month awareness campaign, 1,892 young people from across the Oakland/San Francisco Bay Area were tested and received HIV education and resources. The effort culminated in a March 10th music concert at Oakland's historic Fox Theater attended by more than 1,100 youth. The campaign helped identify three HIV-positive youth. Each received a confirmatory test and immediate wrap-around services, and was connected with care and treatment.
- KFH-Oakland provided \$1,250 to Korean Community Center of the East Bay to support its Korean health conference, which attracted more than 350 East Bay residents, who received general health promotion information and resources. Specifically, more than 200 attendees received Hepatitis B, diabetes, body mass index (BMI) and blood pressure screenings, and individual consultations regarding Covered California and Medi-Cal expansion.
- KFH-Oakland provided \$1,000 to BFHP to support its monthly health fair series, Health for the Homeless. As the anchor homeless intake hub within a larger partnership network, these BFHP-coordinated health fairs provide information and resources related to hygiene, heart health, vision, chronic disease prevention, and health benefits enrollment to nearly

30 homeless adults in Berkeley and surrounding areas. The goal is to increase the number of people served as the series continued.

- KFH-Oakland provided a number of contributions to community-based organizations, including the following, to support the mission and commitment these organizations have to serving vulnerable populations:
 - A \$2,500 contribution to Center for Elders Independence to support the provision of health care and recreational day programming for low-income older adults.
 - A \$2,500 contribution to Saffron Strand to support health care, transitional, and employment services for 150 homeless adults in the East Bay.
 - A \$2,000 total contribution to Street Level Health Project to support the provision of free health screenings, patient health navigator services, and temporary food, housing and clothing assistance to urban immigrants in East Oakland's Fruitvale community.

PRIORITIZED NEED II: OBESITY AND OVERWEIGHT

Obesity and overweight are health problems in themselves and contribute to several other debilitating health conditions. In Alameda County, the rates of obesity and overweight are high for both adults and children. More than 53% of adults are obese or overweight, and more than 29% of children are overweight. Rates of obesity and overweight for adults are highest for African Americans and Latinos.

2013 GOAL

Promote healthy eating and active living in community and institutional settings through systemic changes.

2013 STRATEGIES

1. Fund programs that focus on physical activity promotion through safe, local outdoor activities.
2. Fund programs that increase support for breastfeeding policies, environments, and practices among African American, Asian American, and Pacific Islander women.

TARGET POPULATION

Low-income individuals who are obese or overweight or who are at risk of being obese or overweight.

COMMUNITY PARTNERS

Community partners include Alameda Health System Foundation, Alameda County Department of Public Health (ACDPH), Oakland Unified School District (OUSD), Health for Oakland's People and Environment (HOPE) Collaborative, Destiny Arts, Bay Area Community Services (BACS), Playworks, Fruitful Minds, and YMCA of the East Bay.

2013 YEAR-END RESULTS

KFH-Oakland's 2013 strategies, implemented in response to reducing overweight and obesity, reflect a focus on grantmaking to promote physical activity and breastfeeding. Contributions were also made to organizations that provide nutrition education and healthy weight management resources to vulnerable populations.

- KFH-Oakland provided \$20,000 to Destiny Arts to support its dance and martial arts program, which provides high-quality, moderate-to-vigorous physical activity for youth 3 to 18 of all income levels. The center's new arts and community hub has expanded its ability to offer rigorous yet accessible dance and martial arts classes to adults and families. In six months, approximately 1,000 students were served, including 230 youth enrolled in fall classes at North Oakland Center. In addition, 80 unduplicated adults have enrolled in adult programs that include 60 to 90 minutes of rigorous activity, twice weekly. More than 70% of all student participants reported feeling more physically fit; 73% reported improvement in their dance, martial arts, and/or theater skills; and 76.5% felt more hopeful about their future as a result of the violence prevention curriculum embedded in the dance and martial arts program. A recently established

partnership with Phat Beets provides produce and fruit boxes to all participating families at a significant discount and generates vouchers to provide free, healthy snacks to program youth during afterschool hours.

- KFH-Oakland provided \$15,000 to Alameda Health System Foundation to support low-income African American, Asian American, Latina, Pacific-Islander, and other underserved women seen at East Oakland's Eastmont Wellness Center to begin and sustain breastfeeding. A key program goal is to expand training and education for all Eastmont Wellness Center staff to enable constant breastfeeding reinforcement and support at each service delivery encounter. To support a breastfeeding environment, one full-time staff person has already received certification as a lactation educator, and several staff members have received basic, three-hour breastfeeding education and support training and serve as breastfeeding ambassadors.
- KFH-Oakland provided \$15,000 to BACS to support Eat Well, Move Well, a program that provides evidence-based diet therapy, behavior therapy, and physical activity to adults over 60 at Oakland Adult Day Care Center. As part of the program, seniors participate in specialized exercise classes for older adults with chronic conditions associated with aging, attend healthy food preparation and nutrition classes, participate in intergenerational educational luncheons with schoolchildren, and help produce a community healthy recipe cookbook. Distribution of the recipe book will benefit more than 500 seniors; approximately 50 have already received direct program services.
- KFH-Oakland and KFH-Richmond provided \$25,000 to Playworks to support its efforts to place well-trained adult coaches at 31 East Bay elementary schools. The coaches effectively stop recess chaos, shift kids' behavior into a positive direction, and accelerate classroom learning. Students are taught conflict resolution, teamwork, and empathy—skills that serve them on the playground, in the classroom, before and after school, and in sports. Playworks currently reaches more than 16,000 East Bay students through 30 to 45 minutes of daily physical activity (recess and physical activity classes). An additional program component is a junior coaching leadership program that has trained 436 students to date.
- KFH-Oakland provided a \$20,000 strategic grant to HOPE Collaborative to support its healthy corner store project, which will design and implement a year-long pilot to improve the physical environment and product mix of five stores in the flatlands of West and East Oakland. With an average reach of 10,000 residents per store, the project will reach approximately 50,000 residents, including those engaged to support healthy food promotion and maintenance activities beyond the pilot phase. An observational assessment was conducted to better understand the finances, motivation, and food environment in and around each store, and to develop owner profiles. That data will be used to guide physical enhancements, technical assistance (TA) training, and community education opportunities.
- KFH-Oakland provided a number of contributions to community-based organizations, including the following, to support the mission and commitment these organizations have to providing nutrition education and healthy weight management resources:
 - A \$5,000 contribution to Fruitful Minds to support a symposium to train college students to provide nutrition education and community gardening support to 1,000 low-income East Bay middle and high school students.
 - A \$3,450 contribution to Higher Ground Neighborhood Development Corporation to support the 6th annual Sobrante Park Health Fair that serves nearly 400 East Oakland residents.
 - A \$2,000 contribution to World Institute on Disability for its Get Fit, Get Moving fitness fair, which provided nutrition education and disability-friendly fitness options to more than 100 people.
 - A \$2,500 contribution to YMCA of the East Bay supported Family, Food and Fun Nights, which brought together more than 375 families who learned menu planning skills and healthy cooking, and shared a healthy dinner.

PRIORITIZED NEED III: COMMUNITY VIOLENCE

Oakland has the county's highest rates of homicide and of nonfatal assault hospitalizations. Approximately 75% of homicides involve firearms. Homicides are most likely to occur among males 15 to 34 and African Americans. Living in communities where violence is prevalent can result in an increased need for mental health services—both to mitigate the impact of current violence and to prevent the continuation of violence as a strategy for resolving conflict or addressing social injustice.

2013 GOALS

1. Reduce family and community violence among youth, especially young men of color.
2. Decrease the psychological and emotional impact of violence on children and families.

2013 STRATEGIES

1. Fund violence prevention programs that focus on economic and career development and training.
2. Fund mental health/case management programs for individuals and families experiencing family and/or community violence.

TARGET POPULATION

African American families, youth, and children who are at risk of, participate in, or have been exposed to community violence.

COMMUNITY PARTNERS

Community partners include Alameda Family Services, Alternatives in Action, Family Violence Law Center (FVLC), CALICO, East Bay Agency for Children, Alternatives in Action, The Link to Children, Youth Alive!, Ella Baker Center for Human Rights, Catholic Charities of the Diocese of Oakland, Civicops Schools, SEEDS Community Resolution Center, and MISSEY (Motivating, Inspiring, Supporting, and Serving Sexually Exploited Youth).

2013 YEAR-END RESULTS

KFH-Oakland's 2013 strategies, implemented in response to the prevention and reduction of community violence, reflect a focus on youth leadership development and employment training, school-based mental health and case management services, and trauma-exposed assessments and service provision.

- KFH-Oakland provided \$20,000 to Youth Alive! to implement Teens on Target (TNT), a program that provides young people with the leadership and advocacy skills necessary to educate and advocate for an end to violence in Oakland schools. Despite a critical need for violence prevention education among Oakland youth, TNT remains the only peer violence prevention education and leadership program in East Oakland schools and the only program in Oakland that explicitly addresses gun and gang violence prevention. To date, TNT has reached 446 teens through peer education workshops, and six TNT youth leaders received one-on-one case management services from a TNT violence prevention educator and case manager to address their individual needs. Kimberly Horton, COO for KFH-Vallejo and KFH-Vacaville, is a new board member.
- KFH-Oakland provided \$15,000 to CALICO for Child Abuse Intervention: Building Resiliency, its project to improve mental health outcomes for abused toddlers, children, adolescents, and the caregivers who support them. CALICO provides onsite crisis-oriented family support services when a family is first referred to CALICO and ongoing follow-up case management services. From July 1, 2013 through December 31, 2013, CALICO reached 141 victims of abuse and 95 of their caregivers.
- KFH-Oakland provided \$20,000 to The Link to Children to support its provision of trauma-informed crisis intervention therapy services to children 0 to 5 who either experience or witness violence. The goals of the intervention are to reduce violence and asocial behavior, and to facilitate positive interaction with peers and playmates. Through the provision of nearly 3,000 hours of intervention therapy services, approximately 50 children will be served through didactic or individual play therapy, and 25 children will participate in weekly play groups. In addition, approximately 15 parents will receive parent counseling from a therapist and 30 will participate in six parent education workshops available in English and Spanish. Counseling staff also provide early childhood mental health consultations services to 60 OUSD teachers, with potential benefits for more than 300 students and families.
- KFH-Oakland provided \$20,000 to FVLC for Moving Forward, a program that empowers survivors of domestic violence to look at their health and well-being from a holistic perspective and address the internal factors impacting their lives. Because the program's intensive case management approach requires extensive time commitments, it has limited its

reach of service. Through the program, domestic violence survivors increase their capacity to navigate legal and care delivery systems, and increase their ability to utilize resilience strategies. Survivors receive emotional well-being assessments and monitoring tools to help them handle crisis situations more effectively.

- KFH-Oakland provided \$20,000 to East Bay Agency for Children to support the Trauma Awareness Group (TAG) and its culturally-aware trauma treatment program. TAG is implemented through four six-week series, each consisting of 12 sessions that reach 10 individuals per group. Group members primarily include underserved African American youth 14 to 18 with a history of complex trauma and a high-risk for involvement in the juvenile justice system. To date, TAG has provided 22 youth at East Oakland's Ruidsdale Continuation High School with services such as case management.
- KFH-Oakland provided \$20,000 to Alameda Family Services to support its Dreamcatcher program, which provides shelter care, services, and resources to meet the needs of homeless, at-risk, and trafficked youth. Initial contact with the program often occurs when a young person attends one of the community dinners offered every evening. Youth also receive critical support, including bus passes, school supplies, and basic hygiene products. Through a combination of shelter, basic assistance, and educational and skills-building workshops on communication, leadership, networking and life management, the program served more than 60 youth during the first half of the grant year.
- KFH-Oakland provided \$20,000 to Alternatives in Action to expand McClymonds Community School Initiative, which currently serves 265 high-school youth (100% of the student body), roughly 40 family members, and 15 staff. Forty youth received one-on-one case management services, 31 young women participated in the daily Young Women's Empowerment group, and 21 young men participated in the daily Young Men's Empowerment group. Results include improved school attendance, increased self-sufficiency/management, increased use of positive coping mechanisms, and increased parent engagement/participation in student education as reported by participants. A new, intensive leadership program component has served 68 students and 16 youth leaders are currently being trained to co-facilitate the extended day programs, both of which reflect participants' improved behavior management and positive engagement. Parent engagement included parent education workshops, including a four-part series on the phases of financial aid, understanding student individualized education programs (IEPs), and a parent facilitators training session.
- KFH-Oakland provided a number of contributions to community-based organizations, including the following, to support the mission and commitment these organizations have to reducing violence and promoting positive community-based interactions and economic development opportunities:
 - A \$2,500 contribution to Alameda County Family Justice Center to support its provision of support services to survivors of intimate partner violence.
 - A \$2,500 contribution to Ella Baker Center for Human Rights to forward its commitment to reducing the incarceration rate and to increasing participation in a vibrant, local Oakland economy.
 - A \$2,500 contribution to MISSSEY to support its awareness raising and support services work that addresses the needs of sexually exploited children.
 - A \$1,500 contribution to SEEDS Community Resolution Center to support its provision of a range of affordable, free, or low-cost conflict resolution programs to East Bay businesses and residents.
 - A \$5,000 contribution to Civicorps to support its high school diploma, high demand job skills training, and college and career technical education training programs for young adults 18 to 24.

PRIORITIZED NEED IV: CHILDHOOD ASTHMA

In Oakland, the childhood asthma hospitalization rate is significantly higher than the overall county rate. Childhood asthma can be managed and acute attacks requiring hospitalization can largely be avoided. However, data indicate that this is not happening, particularly among African American children.

2013 GOALS

1. Reduce the disparity in asthma-related emergency room visits for African American and Latino children and youth.
2. Reduce the disparity in asthma hospitalizations for African American and Latino children and youth.

2013 STRATEGIES

1. Fund programs that provide asthma assessments and self-management education.
2. Fund programs that provide assessment and mitigation of household asthma triggers.

TARGET POPULATION

African American and Latino children and youth who have been diagnosed with or are at risk for asthma.

COMMUNITY PARTNERS

Community partners include Alameda County Asthma Coalition, Prescott-Joseph Center for Community Enhancement, Alameda County Public Health Department's Asthma Start Program, and Alameda County Healthy Homes Department.

2013 YEAR-END RESULTS

KFH-Oakland's 2013 strategies, implemented in response to the need for access to health insurance coverage and health care services, reflect continued support of charitable health programs, MFA, and sponsorship opportunities that increase the ability of community-based organizations to provide greater access to services for vulnerable populations.

- KFH-Oakland and KFH-Richmond provided \$40,000 to Prescott-Joseph Center for Community Empowerment to support the Northern California Breathmobile®, which provides asthma evaluation, treatment, and education for uninsured or Medi-Cal-eligible children and youth 0 to 18 who have respiratory and asthmatic conditions. The Breathmobile® is a 33-foot Winnebago RV outfitted with the latest equipment. It functions as a mobile asthma clinic, and travels to early child development and Headstart centers, elementary and middle schools, and community centers. On an annual basis, the Breathmobile® currently serves more than 336 students in six school districts throughout Alameda, San Francisco, and Contra Costa counties. Each participating school district has a signed contract with the Breathmobile® that allows use of school grounds and access to patients during school hours.
- KFH-Oakland provided \$25,000 to Alameda County Healthy Homes Department (formerly Lead Poisoning Prevention Department) to support Coordinated Response to Asthma Management, a pilot program that provides children diagnosed with asthma in Northern Alameda County with health education, case management, and home remediation services to reduce asthma triggers, symptoms, emergency room visits, and hospitalizations. Through a coordinated effort between Healthy Homes Department and Alameda County Public Health Department's Asthma Start Program, trained asthma coordinators provide in-home case management to increase families' understanding and management of asthma symptoms. In addition to the in-home assessment, participants receive reinforcement of educational and behavior change messages, and coordination of housing interventions to address asthma triggers and other health and safety hazards in the home. The target population is low-income families in Alameda, Berkeley, Emeryville, Oakland, Piedmont, and Albany, particularly African Americans and Latinos, with children who have been diagnosed with asthma. In the grant cycle's first six months, 100 families received an initial in-home visit by an asthma coordinator; 27 were successfully discharged; five were lost to services; and the rest are active and receiving follow-up services.
- KFH-Oakland provided \$25,000 to Children's Hospital & Research Center Oakland to support its inpatient asthma education for children program which provides extensive, one-on-one asthma education to the parents and guardians of children hospitalized with asthma. The goal is to give patients and families the tools to better control asthma, decrease asthma-related emergency room visits and hospitalizations, and decrease the morbidity of the disease. The addition of a Spanish-speaking educator has enhanced the program's effectiveness. Primary education content includes the pathophysiology of asthma, medication use and delivery, trigger identification and avoidance, symptom identification and how to use this information to initiate increased asthma treatment, asthma action plans, and when to contact medical resources. Written material, available in English and Spanish, is provided to each family to use as a resource after the child is discharged. To date, 64 families received one-on-one asthma education while their child was hospitalized. This relatively low number reflects that 2013 was a mild asthma season.
- KFH-Oakland provided \$25,000 to American Lung Association (ALA) for its Oakland Kicks Asthma Pilot Project, a collaboration between ALA and OUSD to develop a successful model for utilizing school nurses to deliver comprehensive asthma education to African American and Latino students with asthma. The goal is to develop long-

term sustainability by utilizing nurses as primary classroom instructors, with ALA providing online resources, TA, and professional training for support. The program uses ALA's Open Airways for Schools (OAS) curriculum and national train-the-trainer implementation model in four Oakland elementary and middle schools to reach a minimum of 90 African American and Latino students with asthma. To date, 30 OUSD school nurses completed the training to be certified as OAS facilitators and OUSD received 12 asthma educator kits, which contain all of the educational materials needed for the program to begin in February 2014.

- KFH-Oakland provided \$5,000 to Alameda County Asthma Coalition to support its Camp Breathe Easy, a four-day, three-night summer camp for children who have asthma. In 2013, 88 children from Alameda County and West Contra Costa attended the camp, which includes classic summer camp activities (swimming, sports, arts & crafts, climbing wall, challenge course, etc.), and asthma education with an emphasis on self-management skills. Campers receive information on asthma basics, the respiratory system, asthma triggers, early warning signs, management, and medication, all provided in a supportive environment where they can discuss the social and psychological hurdles of living with asthma. The camp concluded with an asthma education carnival where campers used their asthma knowledge to participate in asthma specific games. During parent orientation, 72 parents and caregivers of children with asthma received education on asthma medications, devices, resources, and other self-management tools.
- KFH-Oakland provided \$2,500 to ALA to support the Asthma Educator Institute, a two-day intensive training for health care providers to improve their knowledge, educational skills, and ability to more effectively diagnose and treat asthma and educate patients on asthma management. The curriculum is based on *National Asthma Education and Prevention Program Expert Panel Report 3: Guidelines for the Diagnosis and Management of Asthma*, in addition to recommendations from the National Heart, Lung and Blood Institute. The course is designed as a preparatory course for those qualified to take the National Asthma Educator Certification Board (NAECB) exam to become a certified asthma educator, which several participants successfully passed. The training took place in April 2013 and 69 providers from West Contra Costa and other parts of the Bay Area and California attended.

PRIORITIZED NEED V: PERINATAL HEALTH

The rate of infant death among African Americans is 2.6 times the overall Alameda County rate. African Americans and Emeryville residents also have the highest rates of low-birth-weight babies in the county.

2013 GOALS

1. Improve access to early prenatal care among pregnant women.
2. Promote healthy birth outcomes using the life course framework.

2013 STRATEGY

Fund programs that provide culturally appropriate prenatal care services for African American and API women.

TARGET POPULATION

Pregnant and likely-to-get-pregnant African American and API women.

COMMUNITY PARTNERS

Community partners include Asian Health Services and Native American Health Center (NAHC).

2013 YEAR-END RESULTS

KFH-Oakland's 2013 strategies, implemented in response to the need for access to health insurance coverage and health care services, reflect continued support of charitable health programs, MFA, and sponsorship opportunities that increased the ability of community-based organizations to provide increased access to services for vulnerable populations.

- KFH-Oakland provided \$20,000 to NAHC to support its Early Care Mom & Baby program, which seeks to explore barriers toward obtaining early prenatal care for African American and Asian Pacific Islander (API) patients. By conducting phone surveys that ask patients what compelled them to seek early care or what issues caused them to seek care late in the pregnancy, NAHC staff obtained patient feedback about the barriers and opportunities to improve the delivery prenatal of care. This information was used to develop strategies to increase the number of African American and API women coming into prenatal care early. To date, 38 women were seen at the clinic through this program and another 37 are expected to be seen by the end of the grant period. At the program's culmination, clinic staff will have a greater understanding of how to improve service delivery by using interventions that reflect critical patient feedback.
- KFH-Oakland provided \$25,000 to Asian Health Services to support its Perinatal Empowerment program, which is successfully improving prenatal care for limited English-speaking API immigrant women and mothers. Mothers are supported during pregnancy, labor, and the child's first year through a three-part program that includes perinatal workshops to increase knowledge and skills related to prenatal care for limited English speakers; labor coaches to improve access to linguistically and culturally appropriate perinatal services; and case management to improve the health and well-being of immigrant mothers. Clinic staff have also developed a workshop curriculum highlighting multiple prenatal topics, including labor and delivery, breastfeeding, tobacco awareness, child passenger safety, and postpartum depression. Post-survey results show that mothers appreciated and benefitted from the labor coaches' positive support and companionship. To date, 56 pregnant women and mothers have been served, and breastfeeding follow-up care was provided to 42 mothers via phone calls.

Table 1

KAISER FOUNDATION HOSPITAL-OAKLAND

2013 Key Community Benefit Program Metrics

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

Charity Care: Charitable Health Coverage Program – Kaiser Permanente Child Health Plan members	1,668
Medi-Cal Managed Care members	6,795
Operation Access – number of procedures (including general surgery, urology, gastroenterology, gynecology, otolaryngology, and colorectal)	65
Operation Access – number of medical volunteers	125
Operation Access – number of medical volunteer hours	655
Health Research projects (new, continuing, completed, and/or published)	11
Nursing Research projects (new, continuing, completed, and/or published)	84
Kaiser Permanente Educational Theatre – number of performances and workshops	132
Kaiser Permanente Educational Theatre – number of attendees (students and adults)	23,605
Graduate Medical Education – number of affiliated and independent residents	275
Nurse practitioner and other nursing training and education beneficiaries	57
Deloras Jones nursing scholarship recipients	6
Other health professional training and education (non-MD) beneficiaries	63
Summer Youth and/or INROADS programs participants	47
Number of 2013 grants and donations made at the local and regional levels ¹	194

¹The vast majority of regional grants impact three or more local hospitals. As such, a single regional grant may be included in the “Number of 2013 grants and donations” count for multiple hospitals.

Table 2

KAISER FOUNDATION HOSPITAL-OAKLAND

COMMUNITY BENEFIT RESOURCES PROVIDED IN 2013

	2013 Totals
Medical Care Services for Vulnerable Populations	
Medi-Cal shortfall ¹	\$8,904,688
Healthy Families ²	237,341
Charity care: Charitable Health Coverage programs ³	1,263,668
Charity care: Medical Financial Assistance Program ⁴	1,436,271
Grants and donations for medical services ⁵	12,819,286
Subtotal	\$24,661,254
Other Benefits for Vulnerable Populations	
Summer Youth and INROADS programs ⁶	\$364,245
Grants and donations for community-based programs ⁷	2,647,290
Community Benefit administration and operations ⁸	540,000
Subtotal	\$3,551,535
Benefits for the Broader Community⁹	
Community health education and promotion programs	\$7,687
Kaiser Permanente Educational Theatre	377,335
Facility, supplies, and equipment (in-kind donations) ¹⁰	57,471
Community Giving Campaign administrative expenses	37,131
Grants and donations for the broader community ¹¹	111,760
National board of directors fund	26,775
Subtotal	\$618,159
Health Research, Education, and Training	
Graduate Medical Education	\$11,207,190
Non-MD provider education and training programs ¹²	1,084,386
Grants and donations for the education of health care professionals ¹³	106,185
Health research	568,793
Subtotal	\$12,966,554
Total Community Benefits Provided	\$41,797,501

ENDNOTES

- 1 Amount includes unreimbursed inpatient expenditures for Medi-Cal Managed Care members and Medi-Cal Fee-for-Service beneficiaries.
- 2 Amount includes unreimbursed inpatient expenditures for Healthy Families members.
- 3 Amount includes unreimbursed inpatient expenditures for the Kaiser Permanente Child Health Plan subsidy.
- 4 Amount includes unreimbursed care provided at this facility to patients who qualify for the Medical Financial Assistance and Indigent Care programs.
- 5 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.
- 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 nonhealth 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 Kaiser Permanente Educational Theatre performances or health education programs.
- 10 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.
- 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.

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](#)). 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 do 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

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. 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 the overall improvement of the priority health need in the community. All KFH hospitals will annually assess progress towards their planned strategies and outcomes and adjust their plans and expected outcomes as needed. For more information on how goals, strategies, and outcomes were identified, see the section titled “Community Plan Development” in Chapter IV.

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

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

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

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

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