



# Kaiser Foundation Hospital – Southern California Region

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

**SAN DIEGO**



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# INTRODUCTION

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

## DEVELOPMENT OF A CONSOLIDATED COMMUNITY BENEFIT PLAN

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

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

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

## CONTENTS OF THE COMMUNITY BENEFIT PLAN

### CHAPTER I: HISTORY AND ORGANIZATIONAL STRUCTURE OF KAISER PERMANENTE

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

### CHAPTER II: MISSION STATEMENT AND COMMITMENT TO THE COMMUNITY

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

### CHAPTER III: COMMUNITY BENEFIT PROVIDED IN 2014

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

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

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

# CHAPTER I: HISTORY AND ORGANIZATIONAL STRUCTURE OF KAISER PERMANENTE

## HISTORY AND ORGANIZATIONAL STRUCTURE OF KAISER PERMANENTE

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

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

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

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

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

### NATIONAL STRUCTURE

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

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

### REGIONAL STRUCTURE IN CALIFORNIA

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

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

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

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

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

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

## **KAISER FOUNDATION HOSPITALS IN CALIFORNIA**

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

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

### ***MEDICAL OFFICE BUILDINGS***

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

## CHAPTER II: MISSION STATEMENT AND COMMITMENT TO THE COMMUNITY

### MISSION STATEMENT

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

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

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

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

### NATIONAL COMMITMENT TO COMMUNITY BENEFIT

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

We focus our work on three broad areas:

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

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

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

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

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

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

## **KAISER PERMANENTE'S COMMITMENT TO COMMUNITY BENEFIT IN CALIFORNIA**

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

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

## CHAPTER III: COMMUNITY BENEFIT PROVIDED IN 2014

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

### METHODOLOGY

#### DEFINITION OF COMMUNITY

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

#### CATEGORIZATION OF SERVICES

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

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

#### DOCUMENTATION AND ALLOCATION OF EXPENDITURES

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

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

Resource allocations are reported, as follows:

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

### SUMMARY OF KAISER FOUNDATION HOSPITALS COMMUNITY BENEFIT

#### STATEWIDE BENEFITS

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

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

## **BENEFITS BY HOSPITAL SERVICE AREA**

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

## **DESCRIPTION OF COMMUNITY BENEFIT PROGRAMS AND SERVICES**

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

### **MEDICAL CARE SERVICES FOR VULNERABLE POPULATIONS**

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

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

#### **MEDI-CAL**

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

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

#### **CHARITABLE HEALTH COVERAGE PROGRAMS**

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

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

### **MEDICAL FINANCIAL ASSISTANCE**

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

### **GRANTS AND DONATIONS FOR MEDICAL CARE SERVICES**

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

### **OTHER BENEFITS FOR VULNERABLE POPULATIONS**

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

#### **KAISER PERMANENTE EDUCATIONAL OUTREACH PROGRAM**

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

#### **KAISER PERMANENTE WATTS COUNSELING AND LEARNING CENTER**

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

## YOUTH EMPLOYMENT PROGRAMS

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

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

## GRANTS AND DONATIONS FOR COMMUNITY-BASED PROGRAMS

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

## BENEFITS FOR THE BROADER COMMUNITY

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

## COMMUNITY HEALTH EDUCATION AND HEALTH PROMOTION PROGRAMS

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

## KAISER PERMANENTE EDUCATIONAL THEATRE (KPET)

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

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

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

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

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

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

## **GRANTS AND DONATIONS FOR THE BROADER COMMUNITY**

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

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

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

## **HEALTH RESEARCH, EDUCATION, AND TRAINING PROGRAMS**

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

### **PROVIDER EDUCATION AND TRAINING**

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

### **GRADUATE MEDICAL EDUCATION (GME)**

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

### **COMMUNITY MEDICINE FELLOWSHIP**

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

### **OLIVER GOLDSMITH SCHOLARSHIP PROGRAM**

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

### **NURSING EDUCATION AND TRAINING**

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

### **KAISER PERMANENTE SCHOOL OF ANESTHESIA FOR NURSES**

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

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

#### **CALIFORNIA NURSING ANESTHESIA COLLABORATIVE PROGRAM – (CNACP)**

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

#### **KAISER PERMANENTE DELORAS JONES NURSING SCHOLARSHIP PROGRAM**

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

#### **NARROWING THE STUDENT NURSE PREPARATION PRACTICE GAP PROGRAM**

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

#### **TECHNICAL PROVIDER EDUCATION AND TRAINING**

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

#### **KAISER PERMANENTE SCHOOL OF ALLIED HEALTH SCIENCES – (KPSAHS)**

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

#### **KAISER PERMANENTE MENTAL HEALTH TRAINING PROGRAM**

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

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

#### **KAISER PERMANENTE PHARMACIST RESIDENCY PROGRAMS**

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

#### **KAISER PERMANENTE PHYSICAL THERAPY FELLOWSHIP IN ADVANCED ORTHOPEDIC MANUAL THERAPY PROGRAM**

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

#### **KAISER PERMANENTE PHYSICAL THERAPY NEUROLOGY RESIDENCY**

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

#### **KAISER PERMANENTE PHYSICAL THERAPY CLINICAL INTERNSHIPS**

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

#### **KAISER PERMANENTE PHYSICAL THERAPY ORTHOPEDIC FELLOWSHIP PROGRAM**

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

#### **KAISER PERMANENTE ORTHOPEDIC FELLOWSHIP IN SPORTS REHABILITATION**

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

#### **KAISER PERMANENTE SPINE REHABILITATION FELLOWSHIP PROGRAM**

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

### **KAISER PERMANENTE CLINICAL PSYCHOLOGY INTERNSHIP TRAINING PROGRAMS**

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

### **KAISER PERMANENTE RADIOLOGY TRAINING PROGRAM**

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

### **ADVANCED PRACTICE AND ALLIED HEALTH CARE EDUCATIONAL PROGRAMS**

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

### **HIPPOCRATES CIRCLE**

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

### **GRANTS AND DONATIONS FOR THE EDUCATION OF HEALTH CARE PROFESSIONALS**

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

### **HEALTH RESEARCH**

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

### **DIVISION OF RESEARCH (DOR)**

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

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

#### **DEPARTMENT OF RESEARCH AND EVALUATION**

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

#### **KAISER FOUNDATION RESEARCH INSTITUTE (KFRI)**

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

#### **NURSING RESEARCH PROGRAM**

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

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

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

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

Table A

## KAISER FOUNDATION HOSPITALS IN CALIFORNIA

### COMMUNITY BENEFITS PROVIDED IN 2014

	2014 Totals
<b>Medical Care Services for Vulnerable Populations</b>	
Medi-Cal shortfall <sup>1</sup>	\$312,106,638
Charity care: Charitable Health Coverage programs <sup>2</sup>	55,179,770
Charity care: Medical Financial Assistance Program <sup>3</sup>	136,291,166
Grants and donations for medical services <sup>4</sup>	50,242,721
<b>Subtotal</b>	<b>\$553,820,294</b>
<b>Other Benefits for Vulnerable Populations</b>	
Watts Counseling and Learning Center <sup>5</sup>	\$3,115,721
Educational Outreach Program	914,846
Summer Youth and INROADS programs <sup>6</sup>	2,520,068
Grants and donations for community-based programs <sup>7</sup>	27,237,587
Community Benefit administration and operations <sup>8</sup>	15,672,555
<b>Subtotal</b>	<b>\$49,460,777</b>
<b>Benefits for the Broader Community<sup>9</sup></b>	
Community health education and promotion programs	\$1,177,528
Kaiser Permanente Educational Theatre	8,849,677
Community Giving Campaign administrative expenses	384,747
Facility, supplies, and equipment (in-kind donations) <sup>10</sup>	199,755
Grants and donations for the broader community <sup>11</sup>	2,181,323
National board of directors fund	741,772
<b>Subtotal</b>	<b>\$13,534,802</b>
<b>Health Research, Education, and Training</b>	
Graduate Medical Education	\$ 68,280,310
Non-MD provider education and training programs <sup>12</sup>	21,099,473
Grants and donations for the education of health care professionals <sup>13</sup>	2,998,373
Health research	21,059,578
Continuing Medical Education	486
<b>Subtotal</b>	<b>\$113,438,221</b>
<b>Total Community Benefits Provided</b>	<b>\$730,254,093</b>

See endnotes on the following page.

## ENDNOTES

- <sup>1</sup> Amount includes hospital-specific, unreimbursed expenditures for Medi-Cal Managed Care members and Medi-Cal Fee-for-Service beneficiaries on a cost basis.
- <sup>2</sup> Amount includes hospital-specific, unreimbursed expenditures for Other Plan members and unreimbursed inpatient expenditures for the Kaiser Permanente Child Health Program subsidy on a cost basis.
- <sup>3</sup> Amount includes unreimbursed care provided at this facility to patients who qualify for the Medical Financial Assistance and Indigent Care programs on a cost basis.
- <sup>4</sup> Figures reported in this section for grants and donations for medical services consist of charitable contributions to community clinics and other safety-net providers; community health partnerships and collaboratives; and special Request for Proposals to support specific health issues such as childhood obesity, asthma, etc. The amount reported reflects hospital-specific, unreimbursed expenditures. When hospital-specific expenditures were not available, dollars were allocated to each hospital based on the percentage of Health Plan members.
- <sup>5</sup> Watts Counseling and Learning Center's service expenses are divided among three hospitals: KFH-Los Angeles, KFH-West Los Angeles, and KFH-Downey.
- <sup>6</sup> 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.
- <sup>7</sup> Figures reported in this section for grants and donations for community-based programs consist of charitable contributions made to external nonprofit organizations for a variety of programs and services that address the nonmedical needs of vulnerable populations. The amount reflects hospital-specific, unreimbursed expenditures. When hospital-specific expenditures were not available, dollars were allocated to each hospital based on the percentage of Health Plan members.
- <sup>8</sup> The amount reflects the costs related to providing a dedicated community benefit department and related operational expenses.
- <sup>9</sup> Figures reported in this section are hospital-specific, unreimbursed expenditures. When hospital-specific expenditures were not available, dollars were allocated to each hospital based on the percentage of Health Plan members, or a number of related denominators such as the number of Educational Theatre performances or health education programs.
- <sup>10</sup> 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.
- <sup>11</sup> 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.
- <sup>12</sup> Amount reflects the net expenditures after tuition reimbursement for health professional education and training programs.
- <sup>13</sup> Figures reported in this section for grants and donations for the education of health care professionals consist of charitable contributions made to external nonprofit organizations, colleges, and universities to support the training and education of students seeking to become health care professionals such as physicians, nurses, physical therapists, social workers, pharmacists, etc. The amount reflects hospital-specific, unreimbursed expenditures. When hospital-specific expenditures were not available, dollars were allocated to each hospital based on the percentage of Health Plan members.

Table B

## KAISER FOUNDATION HOSPITALS IN CALIFORNIA

### HOSPITAL SERVICE AREA SUMMARY TABLE

### COMMUNITY BENEFITS PROVIDED IN 2014

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



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

### INTRODUCTION

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

### COMMUNITY HEALTH NEEDS ASSESSMENT

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

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

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

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

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

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

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

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

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

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

## COMMUNITY BENEFIT PLAN DEVELOPMENT

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

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

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

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

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

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

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

## OUTLINE OF HOSPITAL SECTION

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

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

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



## KAISER FOUNDATION HOSPITAL (KFH)-SAN DIEGO

4647 Zion Avenue  
 San Diego, CA 92120  
 (619) 528-5000

### COMMUNITY SNAPSHOT

(SOURCE: U.S. Census Bureau, [American Community Survey](#): 2009-13 accessed through [www.CHNA.org/KP](#) except\* [US Department of Labor, [Bureau of Labor Statistics](#): January, 2015])

White	47.83%
Black/African American	4.77%
Asian	10.99%
Native American/ Alaskan Native	0.33%
Pacific Islander/ Native Hawaiian	0.43%
Some Other Race	0.16%
Multiple Races	3.03%

Hispanic/Latino	32.46%
Total Population	3,107,716
Living in Poverty (<200% FPL)	32.67%
Children in Poverty	18.73%
Unemployed*	6.9
Uninsured	16.83%
No High School Diploma	14.55%

### KEY FACILITY STATISTICS

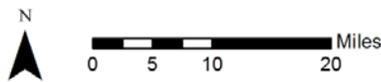
Year opened:	1975
KFH full-time equivalent personnel:	1,986
KFHP members in KFH service area:	537,441

Total licensed beds:	414
Inpatient days:	100,096
Emergency room visits:	104,445

### KEY LEADERSHIP AT KFH-SAN DIEGO

Jane Finley	Senior Vice President and Executive Director
Sammy Totah	Chief Operating Officer
Lynette Seid	Area Chief Financial Officer
Paul E. Bernstein, MD	Area Medical Director
James Malone	Chief Administrative Officer
Rodger Dougherty	Senior Director, Public Affairs and Brand Communications
Shreya Sasaki	Senior Community Benefit Health Manager
Tana Lorah	Community Benefit Health Manager

## KFH San Diego Medical Center Area



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

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



The KFH-San Diego service area comprises a large part of San Diego County, including the following cities and communities: Bonita, Chula Vista, Coronado, Del Mar, Descanso, Dulzura, El Cajon, Encinitas, Leucadia, Olivenhain, Escondido, Fallbrook, Rainbow, Guatay, Imperial Beach, Jamul, La Jolla, La Mesa, Lakeside, Lemon Grove, Lincoln Acres, Mount Laguna, National City, Oceanside, Pala, Palomar Mountain, Pauma Valley, Pine Valley, Potrero, Poway, Ramona, Rancho Santa Fe, San Diego, San Luis Rey, San Marcos, San Ysidro, Santee, Solana Beach, Spring Valley, Tecate, Valley Center, Vista, and Warner Springs.

**Table 1**

**KAISER FOUNDATION HOSPITAL-SAN DIEGO**

**2014 Key Community Benefit Program Metrics**

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

Charity Care: Medical Financial Assistance Program recipients	4,610
Charity Care: Charitable Health Coverage Program – Kaiser Permanente Other Plan members	4,024
Medi-Cal managed care members	32,578
Community Surgery Day patients	65
Health Research projects (new, continuing, and completed)	216
Nursing Research projects (new, continuing, and completed)	6
Educational Theatre – number of performances and workshops	182
Educational Theatre – number of attendees (students and adults)	30,722
Graduate Medical Education – number of programs	17
Graduate Medical Education – number of affiliated and independent residents	170
Nurse practitioner and other nursing training and education beneficiaries	26
Deloras Jones nursing scholarship recipients	18
Other health professional training and education (non-MD) beneficiaries	35
Hippocrates Circle students	80
Summer Youth and INROADS programs participants	26
Number of 2014 grants and donations made at the local and regional levels <sup>1</sup>	101

<sup>1</sup>The vast majority of regional grants impact three or more hospitals. As such, a single regional grant may be included in the “Number of 2014 grants and donations” count for multiple hospitals.

Table 2

## KAISER FOUNDATION HOSPITAL-SAN DIEGO

### COMMUNITY BENEFIT RESOURCES PROVIDED IN 2014

	2014 Totals
<b>Medical Care Services for Vulnerable Populations</b>	
Medi-Cal shortfall <sup>1</sup>	\$13,183,617
Charity care: Charitable Health Coverage programs <sup>2</sup>	2,086,935
Charity care: Medical Financial Assistance Program <sup>3</sup>	4,968,789
Grants and donations for medical services <sup>4</sup>	1,584,372
<b>Subtotal</b>	<b>\$21,823,713</b>
<b>Other Benefits for Vulnerable Populations</b>	
Watts Counseling and Learning Center <sup>5</sup>	\$0
Educational Outreach Program	0
Summer Youth and INROADS programs <sup>6</sup>	50,879
Grants and donations for community-based programs <sup>7</sup>	1,590,460
Community Benefit administration and operations <sup>8</sup>	1,205,675
<b>Subtotal</b>	<b>\$2,847,014</b>
<b>Benefits for the Broader Community<sup>9</sup></b>	
Community health education and promotion programs	\$152,181
Educational Theatre	721,312
Community Giving Campaign administrative expenses	25,377
Grants and donations for the broader community <sup>10</sup>	58,416
National board of directors fund	43,035
<b>Subtotal</b>	<b>\$1,000,321</b>
<b>Health Research, Education, and Training</b>	
Graduate Medical Education	\$3,608,065
Non-MD provider education and training programs <sup>11</sup>	1,371,455
Grants and donations for the education of health care professionals <sup>12</sup>	22,674
Health research	1,312,796
Continuing Medical Education	72
<b>Subtotal</b>	<b>\$6,315,062</b>
<b>Total Community Benefits Provided</b>	<b>\$31,986,110</b>

## TABLE 2 ENDNOTES

- 1 Amount includes hospital-specific, unreimbursed expenditures for Medi-Cal Managed Care members and Medi-Cal Fee-for-Service beneficiaries on a cost basis.
- 2 Amount includes hospital-specific, unreimbursed expenditures for Other Plan members and unreimbursed inpatient expenditures for Kaiser Permanente Child Health Plan subsidy on a cost basis.
- 3 Amount includes unreimbursed care provided at this facility to patients who qualify for the Medical Financial Assistance and Indigent Care programs on a cost basis.
- 4 Figures reported in this section for grants and donations for medical services consist of charitable contributions to community clinics and other safety-net providers; community health partnerships and collaboratives; and special Request for Proposals to support specific health issues such as childhood obesity, asthma, etc. The amount reported reflects hospital-specific, unreimbursed expenditures. When hospital-specific expenditures were not available, dollars were allocated to each hospital based on the percentage of Health Plan members.
- 5 Watts Counseling and Learning Center's service expenses are divided among three hospitals: KFH-Los Angeles, KFH-West Los Angeles, and KFH-Downey.
- 6 Figures reported in this section are hospital-specific, unreimbursed expenditures. When hospital-specific expenditures were not available, dollars were allocated to each hospital based on the percentage of Health Plan members, or a related denominator such as the number of Summer Youth students hired.
- 7 Figures reported in this section for grants and donations for community-based programs consist of charitable contributions made to external nonprofit organizations for a variety of programs and services that address the nonmedical needs of vulnerable populations. The amount reflects hospital-specific, unreimbursed expenditures. When hospital-specific expenditures were not available, dollars were allocated to each hospital based on the percentage of Health Plan members.
- 8 The amount reflects the costs related to providing a dedicated community benefit department and related operational expenses.
- 9 Figures reported in this section are hospital-specific, unreimbursed expenditures. When hospital-specific expenditures were not available, dollars were allocated to each hospital based on the percentage of Health Plan members, or a number of related denominators such as the number of Educational Theatre performances or health education programs.
- 10 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.
- 11 Amount reflects the net expenditures after tuition reimbursement for health professional education and training programs.
- 12 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.

# 2013 COMMUNITY HEALTH NEEDS ASSESSMENT SUMMARY

## 2013 COMMUNITY HEALTH NEEDS ASSESSMENT SUMMARY

The KFH-San Diego 2013 Community Health Needs Assessment (CHNA) is posted on the internet at [www.kp.org/chna](http://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-SAN DIEGO SERVICE AREA

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

- Diabetes (type 2)
- Cardiovascular disease
- Unintentional injury
- Asthma
- Breast cancer
- Back pain
- Lung cancer
- Skin cancer
- Obesity
- Mental/behavioral health
- High risk pregnancy
- Dementia and Alzheimer's disease
- Acute respiratory infections/pneumonia
- Colorectal cancer
- Prostate cancer

## HEALTH NEEDS THAT KFH-SAN DIEGO PLANS TO ADDRESS

### 1. ACCESS TO HEALTH CARE

Increase access to clinical care as this drives poor health outcomes in many health needs. 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 by deploying a wide range of strategies encompassing programs, outreach, training, and policies.

In the CHNA, access to care or insurance was described as access to primary care physicians and referral, and/or increased availability of insurance coverage. This need was selected because even with implementation of the Affordable Care Act, 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. For these groups, access barriers will continue. Even with insurance, for some populations—those with Medicare, Medi-Cal, etc. and individuals with geographic or language barriers—access is not guaranteed.

During the prioritization process, access to care was not identified a health need per se, but it was recognized as a driver of health and. Because KFH-San Diego recognizes that access to care is an area of need in its medical center service area, the decision was made to adopt it as a priority need.

### 2. CARDIOVASCULAR DISEASE

Preventing and managing this chronic condition that particularly impacts vulnerable populations residing in San Diego County's high needs areas (as measured by the community needs index [CNI]). The CDC's Behavioral Risk Factor Surveillance System (BRFSS) found 3.42% (78,780) of adults in San Diego County reported having ever been told by a doctor that they have coronary heart disease or angina. The age-adjusted death rate for coronary heart disease in San

Diego County is 117 per 100,000, which is lower than the state rate of 135 per 100,000. Males in the county have a higher rate than females (152.43 and 89.53, respectively), and African Americans have the highest rate (164.38 per 100,000) among the different ethnic groups. This need was selected through the process described in the CHNA and was identified as one of the top four priority health needs during the community priority setting process.

### **3. MENTAL HEALTH**

Preventing and managing symptoms of this illness that particularly impacts vulnerable populations residing in San Diego County's high needs areas (as measured by the CNI). Suicide, an indicator of poor mental health, is one of the major complications of depression. The CDC's National Center for Health Statistics reports the age-adjusted suicide death rate in San Diego County as 11.35 per 100,000, which is higher than the state suicide rate of 10.05 per 100,000. When adjusting for age, males are more likely than females to commit suicide (18% and 5%, respectively). Both male and female rates of suicide in San Diego County are above those of the state. This need was selected through the process described in the CHNA and was identified as one of the top four priority health needs during the community priority setting process.

### **4. OBESITY**

Preventing and managing this condition that particularly impacts vulnerable populations residing in San Diego County's high needs areas (as measured by the CNI). The CDC's BRFSS found that the percentage of San Diego adults who self-report that they were obese is 22.8%, which is lower than state (23.3%) and national (27.4%) percentages. However, the percentage of San Diego adults who self-report that they were overweight is 36.4%, which is higher than state (36.2%) and national (36.3%) percentages. In San Diego County adult males are more likely to report being obese than females (24% versus 21%, respectively). This need was selected through the process described in the CHNA and was identified as one of the top four priority health needs during the community priority setting process.

### **5. DIABETES**

Preventing and managing this chronic condition that particularly impacts vulnerable populations residing in San Diego County's high needs areas (as measured by the CNI). Diabetes is a problem within San Diego as well as the nation and may indicate an unhealthy lifestyle that puts individuals at risk for further health issues. The CDC's Diabetes Data & Trends found that in San Diego County 7.3% (163,205) of adults age 20 and older reported having diabetes. Males in San Diego County are more likely to report diabetes than females (8% versus 6.7%, respectively). This need was selected through the process described in the CHNA and was identified as one of the top four priority health needs during the community priority setting process.

### **6. 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 YEAR-END RESULTS

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

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

### **PRIORITY HEALTH NEED I: ACCESS TO HEALTH CARE – INCREASING ACCESS TO CLINICAL CARE AS THIS DRIVES POOR HEALTH OUTCOMES ACROSS MANY HEALTH NEEDS**

#### **GOAL**

- Improve access to clinical care services.

#### **STRATEGIES**

##### *Programs and Services*

- Participate in government-sponsored programs for low-income individuals (i.e., Medi-Cal Managed Care and Medi-Cal Fee-For-Service).
- Provide care to low-income children under 19 in families at or below 300% FPL who lack access to employer subsidized coverage and do not qualify for public programs pursuant to a program that provides these children with heavily subsidized health care coverage
- Provide Medical Financial Assistance (MFA) to uninsured and underinsured individuals.
- Provide MFA to individuals who cannot afford to pay for services

##### *Leveraging Organizational Assets*

- KFH-San Diego will partner with Project Access San Diego to host two free surgical/diagnostic days at KFH-San Diego outpatient surgery centers.

#### **EXPECTED OUTCOMES**

- Increased enrollment and retention in health care coverage programs.
- Increased access to urgent or emergency clinical services.
- Increased access to routine clinical services including pharmaceuticals, primary and specialty care, appointments, and other services.
- Increased access to outpatient procedures and diagnostic services.

2014 YEAR-END RESULTS

Grant Highlights			
Grantee	Grant Amount	Brief Project Description	Results to Date
North County Health Services (NCHS)	\$300,000 (DAF) <sup>1</sup>	A capital project for NCHS to construct a new 12,639 sq. ft. pediatric health center on the Mission Mesa Health Center campus to more than double patient capacity and better manage the Patient Centered Medical Home model of care that has highly successful outcomes.	NCHS will create a state of the art health center for the residents of Oceanside by January 2015, and will hire new clinicians and support staff to fulfill the primary care needs of the areas' residents by the end of December 2014. NCHS will double patient capacity and better manage the Patient Centered Medical Home model of care.
Community Clinics Health Network (CCHN)	\$150,000 (DAF)	Support clinics to improve access, quality, care coordination, operational efficiencies, patient experience, health outcomes and shared learning experiences.	CCHN has worked with participating clinics to conduct access audit to monitor and improve access to care. It continues to work with clinics to monitor and improve a variety of clinical measures that are being tracked and reported from clinical EHR systems with the exception of the Uniform Data System report. The Physician Council began tracking hypertension on a quarterly basis. CCHN continues to convene several clinic peer groups, to share best practices and lessons learned and to discuss timely topics. As an example of the work that the peer groups have done, there are 10 clinic organizations with 34 sites that have achieved Patient Centered Medical Home recognition.
California Primary Care Association (CPCA)	\$150,000 (DAF)	To provide training, support, and technical assistance so that California community health centers (CCHCs) can function as leading providers of primary and preventive services within an integrated healthcare environment.	CPCA will provide training, support, and technical assistance so that CCHCs can function as leading providers of primary and preventive services within an integrated healthcare environment. In addition CPCA will support CCHCs in leveraging opportunities of state and federal health care reform in order to thrive under the first year of full ACA implementation
California School Health Centers Association (CSHCA)	\$60,000 (DAF)	Expand awareness/support of school based health centers (SBHCs), cultivate and support new SBHC projects, and strengthen our capacity to lead California's school health movement.	CSHCA has strengthened its capacity to lead school health movements and improved its field operations. They cultivated and supported SBHC startups by providing new health resources for school districts, and technical assistance for new SBHCs.

<sup>1</sup> This grant was distributed from the Kaiser Permanente Southern California Charitable Contribution Fund, a donor-advised fund administered by the California Community Foundation. Accordingly, the grant amount was not included in the community benefit totals for 2014 (Tables A, B and 2).

Non-Financial Highlights		
Beneficiary	Description of Non-Financial Contribution	Results to Date
Children, youth and families enrolling into the Kaiser Permanente Child Health Program.	Kaiser Permanente staff provided a free training to community health center and non-profit organization staff on how to enroll children into the Kaiser Permanente Child Health Program.	The training was conducted on September 29, 2014 and over 15 agencies were represented. This in-person training increased knowledge on how to enroll eligible children into the program.
Collaboration/Partnership Highlights		
Organization/Collaborative Name	Collaborative/Partnership Goal	Results to Date
Project Access San Diego Surgery Day Program	Provide free outpatient surgeries and diagnostic procedures to uninsured individuals to increase access to healthcare and improve health outcomes.	Surgery days were held on (1) April 26, with 17 gastrointestinal (GI) procedures and 12 outpatient surgeries and (2) October 26, with 20 GI procedures and 16 surgeries or clinical procedures.

#### 2015 GOALS UPDATE

The goals will remain unchanged for 2015.

#### 2015 STRATEGIES UPDATE

The strategies will remain unchanged for 2015.

### PRIORITY HEALTH NEED II: CARDIOVASCULAR DISEASE – PREVENTING AND MANAGING THIS CHRONIC CONDITION THAT PARTICULARLY IMPACTS VULNERABLE POPULATIONS RESIDING IN HIGH NEEDS AREAS (AS MEASURED BY THE COMMUNITY NEEDS INDEX) OF SAN DIEGO COUNTY

#### GOALS

- Increase healthy eating among vulnerable populations residing in high need areas of San Diego County.
- Increase access to active living among vulnerable populations residing in high need areas of San Diego County.
- Improve access to cardiovascular disease care management among vulnerable populations residing in high need areas of San Diego County.

#### STRATEGIES

##### *Programs and Services*

- Partner with Kaiser Permanente Educational Theatre's (KPET) *Amazing Food Detective* to educate students about healthy eating.

##### *Community Investments*

- Provide grants to organizations that work on environmental and policy change efforts related to healthy eating and physical activity
- Continue to provide Operation Splash grant in Chula Vista to increase access to swim lessons.
- Provide grants to community clinics that support programs or operational costs related to the provision of cardiovascular disease care management, patient education, and services for vulnerable populations.

##### *Leveraging Organizational Assets*

- Support continued implementation of the Kaiser Permanente-International Rescue Committee (IRC) El Cajon Community Garden.

- Promote use of Thriving Schools and *Weight of the Nation Kids* resources related to healthy eating and physical activity.
- Collaborate with Kaiser Permanente Southern California Region Health Education to disseminate materials related to healthy eating.
- Increase access to sports physical exams through provision of free physical exams by KFH-San Diego's Primary Care Department.
- Increase access to Kaiser Permanente-led Women Heart support group.
- Participate in the Healthier Hospitals Initiative through the Nutrition in Healthcare Leadership Team and provide healthier food offerings to members, visitors, staff, and physicians.

*Collaboration and Partnerships*

- Participate in San Diego Childhood Obesity Initiative's Leadership Council and Lemon Grove HEAL Zone Committee to promote environmental and policy change related to healthy eating and active living

**EXPECTED OUTCOMES**

- Increased awareness about the importance of healthy eating and physical activity
- Improved policy and environmental changes targeted towards healthy eating and physical activity (i.e., access to affordable, fresh produce in the community and establishment of safe walking/hiking trails and bike routes)
- Increased availability of community-based educational efforts.
- Increased access to clinic-based care management and education services for vulnerable populations.

**2014 YEAR-END RESULTS**

<b>Grant Highlights</b>			
<b>Grantee</b>	<b>Grant Amount</b>	<b>Brief Project Description</b>	<b>Results to Date</b>
Neighborhood Healthcare	\$20,000	Support 150 uninsured patients in reaching a blood pressure goal of 140/90 through a standardized treatment protocol and medication management by a pharmacist.	Expected outcomes by August 2015 include: (1) a minimum of 60% of patients diagnosed with high blood pressure at the Escondido Health Center will be prescribed the medication regimen; (2) at least 75% of patients diagnosed with high blood pressure will have a blood pressure at goal—140/90; and, (3) at least 150 patients will receive medication management.
Senior Community Centers of San Diego	\$12,000	Increase awareness of cardiovascular disease and its predictors, while promoting heart healthy living for 500 low-income seniors who suffer from hypertension, high cholesterol and low medication adherence.	By August 2015, after having attended the four week series of classes expected outcomes for attendees will: (1) have a better understanding of healthy range of blood pressure and cholesterol numbers and be more motivated to track their numbers; (2) increase their understanding of heart attacks and strokes; and, show an understanding of heart friendly foods by putting together a meal that is heart healthy for both high cholesterol and/or high blood pressure.
Friends of Chula Vista Parks and Recreation (FCVPR)	\$55,000 (DAF)	Provide swim lessons, free recreational programming, and healthy beverage education.	FCVPR will reach 2,100 low-income youth

Non-Financial Highlights		
Beneficiary	Description of Non-Financial Contribution	Results to Date
San Diego Unified high school students	Eighty KFH-San Diego primary care department staff and physicians provided free sport physicals to students.	In 2014, 584 free physicals were provided in San Diego County.
Collaboration/Partnership Highlights		
Organization/Collaborative Name	Collaborative/Partnership Goal	Results to Date
San Diego County Childhood Obesity Initiative's Schools Domain	The goal of the county's Childhood Obesity Initiative is preventing or reducing childhood obesity. Community Benefit staff educated Schools Domain members of the San Diego County Childhood Obesity Initiative on Thriving Schools and Fire Up Your Feet resources.	KFH-San Diego community benefit staff provided information and education for the Schools Domain members of the Initiative on Thriving Schools and Fire Up Your Feet resources.

**2015 GOALS UPDATE**

The goals will remain unchanged for 2015.

**2015 STRATEGIES UPDATE**

The strategies will remain unchanged for 2015.

**PRIORITY HEALTH NEED III: MENTAL/BEHAVIORAL HEALTH – PREVENTING AND MANAGING SYMPTOMS OF THIS ILLNESS THAT PARTICULARLY IMPACTS VULNERABLE POPULATIONS RESIDING IN HIGH NEED AREAS OF SAN DIEGO COUNTY**

**GOALS**

- Improve screening of mental health symptoms.
- Reduce suicide risk by strengthening protective factors.
- Prevent the onset of suicidal behaviors among specific high-risk subpopulations.

**STRATEGIES**

*Community Investments*

- Provide grants to clinic organizations for projects that aim to increase access to case managers.
- Provide grants to non-profit organizations that aim to reduce the stigma of mental illness through direct interpersonal contact education, advocacy, and/or coalition building.
- Provide grants to community-based non-profit organizations for projects that aim to prevent the onset of suicidal behaviors among specific high-risk subpopulations.

*Leveraging Organizational Assets*

- KFH-San Diego's Psychiatry and Addiction Medicine Department will conduct depression and alcohol screening in partnership with a community clinic.
- Identify a representative from KFH-San Diego's Psychiatry and Addiction Medicine Department to participate in Community Health Improvement Partners' Suicide Prevention Action Plan Committee.

**EXPECTED OUTCOMES**

- Increased access to case managers to improve collaborative care management among primary care providers, patients, and mental health specialists in community clinic settings.
- Increased access to active screening for depression and alcohol misuse/abuse among high risk populations such as the elderly, young adults 18 to 24, and pregnant or post-partum women.
- Reduced stigmatization of mental illness to increase support for individuals to obtain treatment for their mental health symptoms.
- Increased community support, barriers to mental health care removed, and enhanced community knowledge of what to do to help suicidal individuals.
- Increased access to screening programs, gatekeeper training for “frontline” adult caregivers and peer “natural helpers,” support and skill-building groups for at-risk groups in the population, and enhanced, accessible crisis services and referral sources.

**2014 YEAR-END RESULTS**

Grant Highlights			
Grantee	Grant Amount	Brief Project Description	Results to Date
Community Health Improvement Partners	\$15,000	To engage, educate and empower community providers, lay persons, school administrators, and healthcare stakeholder groups in advancing the progressive, collaborative action strategies of the San Diego County Suicide Prevention Council.	Expected outcomes by August 2015 include conducting: (1) two Applied Suicide Intervention Skills Trainings (ASIST), 2-day workshops for 60 people to educate and train a diverse groups of stakeholders/care givers to prevent the risk of immediate suicide; (2) one Suicide Prevention Council Medical Provider Roundtable conference for 200 people to increase coordination and collaboration opportunities among providers in outpatient and community settings; and, (3) one Gay, Lesbian Straight Education Network (GLSEN) training workshop for 40 people to build capacity among school administrators/staff to create safe, affirming academic environments for students and reduce the risk of suicide among high-risk groups.
San Diego City College	\$10,000	The Suicide Prevention Project Peer Educator Program (PEP) goal is to prevent suicide by providing outreach, education and training for students and their families. PEP utilizes student, peer educators as gatekeepers in suicide prevention and mental health.	Expected outcomes by August 2015 include: (1) prevent suicide and promote mental health wellness on campus by equipping staff, faculty, and students to recognize the warning signs of suicide and intervene when students are in distress; (2) increase help seeking behavior by reducing stigma associated with mental illness along with support systems, counseling, and other resources; and, (3) stress reduction support through art therapy and meditation.
San Diego Family Care	\$20,000	This grant supports a part time psychologist to train primary care providers in screening, brief intervention, and referral to	Expected outcomes by August 2015 include: (1) partial salary support for a licensed clinical psychologist to be part of the primary care departments; and, (2)

	treatment (SBIRT) and other screenings. Grant funds also support the provision of brief psychiatric intervention at initial primary care visits, with follow up therapy for uninsured patients.	train primary care providers in SBIRT, other screenings and team-based care models.
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**2015 GOALS UPDATE**

The goals will remain unchanged for 2015.

**2015 STRATEGIES UPDATE**

All strategies will remain the same for 2015 except under *Leveraging Organizational Assets* the strategy for the Psychiatry and Addiction Medicine Department to conduct depression and alcohol screening in partnership with a community clinic will change. Instead, KFH-San Diego is exploring the possibility of conducting “Question, Persuade and Refer training,” by Community Health Improvement Partners for Kaiser Permanente staff.

**PRIORITY HEALTH NEED IV: OBESITY – PREVENTING THIS CONDITION THAT PARTICULARLY IMPACTS VULNERABLE POPULATIONS RESIDING IN HIGH NEED AREAS OF SAN DIEGO COUNTY**

**GOAL**

- Improve healthy eating and active living among vulnerable populations residing in high need areas of San Diego County.

**STRATEGIES**

*Programs and Services*

- Partner with KPET’s *Amazing Food Detective* to educate students about healthy eating and active living.

*Community Investments*

- Provide grants to organizations that work on environmental and policy change efforts related to healthy eating and physical activity.
- Continue to provide Operation Splash grant in Chula Vista to increase access to swim lessons.

*Leveraging Organizational Assets*

- Promote use of Thriving Schools and *Weight of the Nation Kids* resources related to healthy eating and active living.
- Support (i.e., growing produce, educational outreach, operations, etc.) continued implementation of the Kaiser Permanente-IRC El Cajon Community Garden.
- Collaborate with Kaiser Permanente Southern California Region Health Education to disseminate materials related to healthy eating and activity living.
- Participate in the Healthier Hospitals Initiative through the Nutrition in Healthcare Leadership Team and provide healthier food offerings to members, visitors, staff and physicians.
- Increase access to sports physical exams by providing free physical exams by KFH-San Diego’s Primary Care Department.

*Collaboration and Partnerships*

- Participate in the San Diego Childhood Obesity Initiative’s Leadership Council and the Lemon Grove HEAL Zone Committee to promote environmental and policy change related to healthy eating.

**EXPECTED OUTCOMES**

- Increased awareness about healthy eating and active living.
- Increased access to affordable, fresh produce in the community.
- Policy and environmental changes targeted towards healthy eating (i.e., access to fresh produce and establishment of safe walking/hiking trails and bike routes) are improved or created.

**2014 YEAR-END RESULTS**

<b>Grant Highlights</b>			
<b>Grantee</b>	<b>Grant Amount</b>	<b>Brief Project Description</b>	<b>Results to Date</b>
YMCA Youth and Family Services	\$15,000	The YMCA will provide the Farm-to-Preschool Harvest of the Month curriculum to 30 Mid-City child care providers, along with hands-on cooking demonstration and follow up services to support systemic change.	Expected outcomes by August 2015 include: (1) thirty Mid-City preschool providers will complete the Farm-to-Preschool Program ; (2) at least 80% of providers will increase their understanding of recommended servings of fruits and vegetables and the locally-sourced produce available in their community; and, (3) at least 80% of providers will implement a Healthy Eating Physical Activity policy at their preschool to receive a Wellness Champion designation.
California Food Policy Advocates	\$15,000	This Medi-Cal to School Meal Enrollment project will increase participation in school meals by automatically enrolling students living in Medi-Cal households in free school meals.	Expected outcomes by August 2015 are that San Diego and nine other school districts agree to pilot test Medi-Cal to School Meal Enrollment. It requires school districts to successfully obtain and utilize Medi-Cal enrollment information from their county Medi-Cal office. An evaluation will assess the impact of paperless school meal enrollment on meal certification and participation.
Community Health Improvement Partners (CHIP)	\$150,000 (DAF)	Increase physical activity and healthy eating through infrastructure improvements, environmental change, education and policy development.	CHIP will reach 26,131 residents (over 45 months) through a wellness hub providing access to safe physical activity and healthy eating, implementing a citywide healthy meeting and vending machine policy, implementing hydration stations at schools and improving wellness programs at schools.
San Diego Food Bank	\$40,000 (DAF)	Provide assistance to eligible participants to enroll in CalFresh, develop and implement a healthy food policy governing donated food, and purchase fresh produce.	The Jacobs & Cushman Food Bank reached 50,043 individuals by providing nutritious food and assisting in CalFresh enrollment.
Feeding America San Diego (FASD)	\$40,000 (DAF)	Provide partner agencies with “train-the-trainer” nutrition education sessions, assess	FASD will provide 30 partner agencies with nutrition education sessions, healthy food banking implementation, and increase

	healthy food banking implementation opportunities, and implement a nutrition policy to increase healthy food distribution to partner agencies.	healthy food distribution to partner agencies over two years.
Non-Financial Highlights		
Beneficiary	Description of Non-Financial Contribution	Results to Date
International Rescue Committee (IRC)	An in-kind donation was approved allowing the IRC to use vacant Kaiser Permanente property for the garden. This year marked the one year anniversary of the KFH-San Diego area's first community garden, New Roots Fresh Farm Community Garden. In celebration of the anniversary, a volunteer event was held on November 1, 2014.	Approximately 70 volunteers from KFH-San Diego, International Rescue Committee and St. Augustine High School came to the New Roots Fresh Farm Community Garden for a morning of community service that included building new fences and plots for new gardeners including IRC clients who are newly arrived refugees and asylum seekers.
Collaboration/Partnership Highlights		
Organization/Collaborative Name	Collaborative/Partnership Goal	Results to Date
International Rescue Committee (IRC)	KFH-San Diego partnered with IRC to increase access to healthy eating and active living. This year marked the one year anniversary of KFH-San Diego's first community garden. An in-kind donation was approved allowing IRC to use vacant Kaiser Permanente property for the garden.	Over the last year, the garden has produced 40,000 pounds of produce to feed plot owners' families or others in need through local non-profit partnership. IRC's clients include newly arrived refugees and asylum seekers. Four refugee families are also selling the produce at the El Cajon Farmers' Market, which is helping to supplement their household income by up to an additional \$125 per month.

**2015 GOALS UPDATE**

The goals will remain unchanged for 2015.

**2015 STRATEGIES UPDATE**

The strategies will remain unchanged for 2015.

**PRIORITY HEALTH NEED V: DIABETES – PREVENTING AND MANAGING THIS CHRONIC CONDITION THAT PARTICULARLY IMPACTS VULNERABLE POPULATIONS RESIDING IN HIGH NEED AREAS OF SAN DIEGO COUNTY**

**GOALS**

- Improve healthy eating and active living among vulnerable populations residing in high need areas of San Diego County.
- Improve access to diabetes care management among vulnerable populations residing in high need areas of San Diego County.

**STRATEGIES**

*Programs and Services*

- Partner with KPET's *Amazing Food Detective* to educate students about healthy eating and physical activity.

*Community Investments*

- Provide grants to organizations that work on environmental and policy change efforts related to healthy eating and active living.
- Continue to provide Operation Splash grant in Chula Vista to increase access to swim lessons.
- Provide grants to organizations that aim to educate patients and family members about diabetes care management.
- Provide grants to community clinics that support programs or operational costs related to the provision of diabetes care management services for vulnerable populations.
- Provide continued grant support to Council of Community Clinics to support education and care management of the San Diego safety net.

*Leveraging Organizational Assets*

- Collaborate with Kaiser Permanente Southern California Health Education to disseminate materials related to healthy eating and physical activity.
- Participate in the Healthier Hospitals Initiative through the Nutrition in Healthcare Leadership Team and provide healthier food offerings to members, visitors, staff, and physicians.
- Increase access to sports physical exams by providing free physical exams by KFHSan Diego's Primary Care Department.
- Kaiser Permanente physician champion Dr. Wu will conduct diabetes self-management education in community gathering places for adults with type 2 diabetes.
- Promote use of Thriving Schools and *Weight of the Nation Kids* resources related to healthy eating and physical activity.
- Support continued implementation of the Kaiser Permanente/IRC El Cajon Community Garden.

*Collaboration and Partnerships*

- Participate in the San Diego Childhood Obesity Initiative's Leadership Council and the Lemon Grove HEAL Zone Committee to promote environmental and policy change related to healthy eating and active living.
- KFHSan Diego Senior CB Manager continues to participate in quarterly project steering committee.

**EXPECTED OUTCOMES**

- Increased awareness about healthy eating and active living.
- Increased access to affordable, fresh produce in the community.
- Improved policy and environmental changes targeted towards healthy eating and active living (i.e. access to affordable fresh produce and establishment of safe walking/hiking trails and bike routes).
- Increased access to community-based educational efforts.
- Increased access to health care services in the community clinic setting for vulnerable populations.
- Increased access to Kaiser Permanente's Project ALL clinic protocol to improve care management among patients with diabetes, hypertension, and high cholesterol in the community clinic setting.

**2014 YEAR-END RESULTS**

Grant Highlights			
Grantee	Grant Amount	Brief Project Description	Results to Date
San Diego MANA	\$10,000	MANA de San Diego and the American Diabetes Association (ADA) San Diego office will	"Para mi HerMANA" education will: (1) reach 50-75 program participants at each of the three "Platicas" (talks) held in San

		partner to provide diabetes awareness, prevention and management services to Latinas who participate in the Hermanitas Platicas program.	Diego; (2) ensure that 80% of participants take the pre- and post-tests during the classes; and, (3) provide Diabetes 101 discussion for 2015 health fair participants with the focus on the importance of nutrition, exercise, and/or diabetes and related complications.
St. Vincent De Paul's Village Family Health Center	\$30,000	Provide Type 2 Diabetes treatment, education, and prevention to improve clients overall health.	The Village Family Health Center aims to improve blood glucose control for 210 patients treated for diabetes, with 60% (126) experiencing control over their chronic disease as measured by blood test.
Community Clinics Health Network (CCHN)	\$225,000 (DAF)	Spread the ALL HEART program across Southern California Region.	CCHN will lead the planning and implementation for hypertension, psychosocial assessment and care, and clinic to community integration for the ALL HEART initiative. CCHN will provide a varied training and technical assistance support to meet the needs of community clinics and health centers, and pilot test the integration of behavioral health with provider visits.

**Non-Financial Highlights**

Beneficiary	Description of Non-Financial Contribution	Results to Date
San Diego County Childhood Obesity Initiative	Joe Libertucci, department administrator for KFH-San Diego's Food and Nutrition Services Department, provides his expertise in the area of healthy eating and shares Kaiser Permanente's protocols related to healthy vending, healthy catering and healthy cafeteria policies to San Diego County's Childhood Obesity Initiative's Nutrition in Healthcare Leadership Team (NHLT).	Joe Libertucci attends monthly meetings of the NHLT. In 2015, he will co-chair the NHLT.

**Collaboration/Partnership Highlights**

Organization/Collaborative Name	Collaborative/Partnership Goal	Results to Date
Community Health Improvement Partners	Reduce calorie consumption and increase physical activity in the City of Lemon Grove. Results have been achieved due to close collaboration among Kaiser Permanente community benefit staff and the staff at Community Health Improvement Partners. Specifically, staff from both organizations ensured resident engagement and collaboration among steering committee representatives.	Partnership efforts include: planning for park infrastructure improvements; exploring a joint use agreement among the City of Lemon Grove and Lemon Grove Elementary School District so that fields can be used for physical activity among Lemon Grove Residents; promotion of 5210 messaging; increased choices of healthy foods at 10 restaurants in Lemon Grove; enhanced retail space at Don's Farmer's market, allowing for increased access to healthful foods in Lemon Grove; hydration stations installed in three schools; city council adopted health

		element; and preschool providers implemented farm-to-preschool curriculum, started gardens, and developed wellness policies.
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**2015 GOALS UPDATE**

The goals will remain unchanged for 2015.

**2015 STRATEGIES UPDATE**

The strategies will remain unchanged for 2015.

**PRIORITY HEALTH NEED VI: 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 linguistically and culturally diverse candidates
- Increase capacity in allied health, clinical training, and residency programs to address health care workforce shortages through the provision of clinical training and residency programs
- Leverage Kaiser Permanente resources to support organizations and research institutions to collect, standardize, and improve access to workforce data to enhance planning and coordination of workforce training and residency training programs

**EXPECTED OUTCOMES**

- Increased number of diverse youth entering health care workforce educational and training programs and health careers
- Increased number of culturally and linguistically competent and skilled providers
- Increased awareness among academia of what is required to adequately train current and future allied health, clinical, and physician residents on how to address the health care needs of our diverse communities
- Increased participation of diverse professionals in allied health, clinical training, and residency programs
- Improved access to relevant workforce data to inform health care workforce planning and academic curricula

**2014 YEAR-END RESULTS**

<b>Grant Highlights</b>			
<b>Grantee</b>	<b>Grant Amount</b>	<b>Brief Project Description</b>	<b>Results to Date</b>
California Institute for Nursing and Health Care (CINHC)	\$100,000 (DAF)	To provide expert technical assistance to registered nursing programs at California State Universities (CSUs) and their identified California Community College (CCC) partners in Southern California. It will also help schools implement an associate degree to a bachelor of science in nursing pathway, facilitating fast tracking and efficient implementation of the California Collaborative Model of Nursing Education (CCMNE).	CINHC will facilitate engagement and partnership to develop, implement, and sustain the CCMNE across all 10 CSUs and respective CCCs. CINHC will engage interested private universities and colleges within the region, including deans, directors, and faculty. Lastly, CINHC will conduct a curriculum review, mapping process, and development of integrated pathways based on prior success strategies that are consistent with evidence based models.
George Washington University (GWU)	\$25,000	GWU School of Public Health will develop programs that raise social mission and health policy knowledge in medical education.	GWU will develop a national faculty fellowship in the social mission of medical education for rising medical school faculty to prepare them to teach social mission fundamentals.

**2015 GOALS UPDATE**

The goals will remain unchanged for 2015.

**2015 STRATEGIES UPDATE**

The strategies will remain unchanged for 2015.

**PRIORITY HEALTH NEED VII: RESEARCH**

**LONG-TERM GOAL**

- Increase awareness of the changing health needs of diverse communities

**INTERMEDIATE GOAL**

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

**STRATEGIES**

- Disseminate knowledge and expertise to providers to increase awareness of the changing health needs of diverse communities to improve health outcomes and care delivery models
- Translate clinical data and practices to disseminate findings to safety net providers to increase quality in care delivery and to improve health outcomes
- Conduct, publish, and disseminate high-quality health services research to the broader community to address health disparities, and to improve effective health care delivery and health outcomes

- Leverage Kaiser Permanente resources to support organizations and research institutions to collect, analyze, and publish data to inform public and clinical health policy, organizational practices, and community health interventions to improve health outcomes and to address health disparities

**EXPECTED OUTCOMES**

- Improved health care delivery in community clinics and public hospitals
- Improved health outcomes in diverse populations disproportionately impacted by health disparities
- Increased availability of research and publications to inform clinical practices and guidelines

**2014 YEAR-END RESULTS**

<b>Collaboration/Partnership Highlights</b>		
<b>Organization/Collaborative Name</b>	<b>Collaborative/Partnership Goal</b>	<b>Results to Date</b>
Individuals and organizations in the health care and medical community.	Kaiser Permanente Southern California Region's Department of Research and Evaluation works closely with national and regional research institutions and universities to provide high-quality health research that is disseminated to contribute to the knowledge and practice of health care and medicine.	In the KFH-San Diego service area, 216 research projects were active as of year-end 2014.
Individuals and organizations in the health care and medical community.	Kaiser Permanente Southern California Region's Nursing Research Program provides administrative and technical support for nurses to conduct, publish and disseminate research studies and evidence based practice projects that improve patient care and practices as well as contribute to the knowledge base on nursing.	In the KFH-San Diego service area, six research projects were active as of year-end 2014.

**2015 GOALS UPDATE**

The goals will remain unchanged for 2015.

**2015 STRATEGIES UPDATE**

The strategies will remain unchanged for 2015.