

Kaiser Foundation Hospital (KFH)-West Los Angeles

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I. Introduction and Background

A. About Kaiser Permanente

Founded in 1942 to serve employees of Kaiser Industries and opened to the public in 1945, Kaiser Permanente is recognized as one of America's leading health care providers and nonprofit health plans. We were created to meet the challenge of providing American workers with medical care during the Great Depression and World War II, when most people could not afford to go to a doctor. Since our beginnings, we have been committed to helping shape the future of health care. Among the innovations Kaiser Permanente has brought to U.S. health care are:

- Prepaid health plans, which spread the cost to make it more affordable
- A focus on preventing illness and disease as much as on caring for the sick
- An organized, coordinated system that puts as many services as possible under one roof—all connected by an electronic medical record

Kaiser Permanente is an integrated health care delivery system comprised of Kaiser Foundation Hospitals (KFH), Kaiser Foundation Health Plan (KFHP), and physicians in the Permanente Medical Groups. Today we serve approximately 12.2 million members in nine states and the District of Columbia. Our mission is to provide high-quality, affordable health care services and to improve the health of our members and the communities we serve.

Care for our members and patients is focused on their Total Health and guided by their personal physicians, specialists, and team of caregivers. Our expert and caring medical teams are empowered and supported by industry-leading technology advances and tools for health promotion, disease prevention, state-of-the-art care delivery, and world-class chronic disease management. Kaiser Permanente is dedicated to care innovations, clinical research, health education, and the support of community health.

B. About Kaiser Permanente Community Health

For 75 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. We believe good health is a fundamental right shared by all and we recognize that good health extends beyond the doctor's office and the hospital. It begins with healthy environments: fresh fruits and vegetables in neighborhood stores, successful schools, clean air, accessible parks, and safe playgrounds. Good health for the entire community requires equity and social and economic well-being. These are the vital signs of healthy communities.

Better health outcomes begin where health starts, in our communities. Like our approach to medicine, our work in the community takes a prevention-focused, evidence-based approach. We go beyond traditional corporate philanthropy or grantmaking to pair financial resources with medical research, physician expertise, and clinical practices. Our community health strategy focuses on three areas:

- Ensuring health access by providing individuals served at Kaiser Permanente or by our safety net partners with integrated clinical and social services;
- Improving conditions for health and equity by engaging members, communities, and Kaiser Permanente’s workforce and assets; and
- Advancing the future of community health by innovating with technology and social solutions.

For many years, we’ve worked side-by-side with other organizations to address serious public health issues such as obesity, access to care, and violence. We’ve conducted Community Health Needs Assessments 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.

C. Purpose of the Report

Since 1996, Kaiser Foundation Hospitals (KFH) in Northern and Southern California have annually submitted to the Office of Statewide Health Planning and Development (OSHPD) a Consolidated Community Benefit Plan, commonly referred to as the SB 697 Report (for Senate Bill 697 which mandated its existence). This plan fulfills the 2020 year-end community benefit reporting regulations under California Health and Safety Code, Section 127340 et seq. The report provides detailed information and financial data on the Community Benefit programs, services, and activities provided by all KFH hospitals in California.

II. Overview and Description of Community Benefit Programs Provided

A. California Kaiser Foundation Hospitals Community Benefit Financial Contribution

In California, KFH owns and operates 36 hospitals: 21 community hospitals in Northern California and 15 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 (2 Hospitals), San Francisco, San Jose, San Leandro, San Rafael, Santa Clara, Santa Rosa, South Bay, South Sacramento, South San Francisco, Vacaville, Vallejo, Walnut Creek, West Los Angeles, and Woodland Hills.

In 2020, Kaiser Foundation Hospitals in Northern and Southern California Regions provided a total of \$1,294,404,117 in Community Benefit for a diverse range of community projects, medical care services, research, and training for health and medical professionals. These programs and services are organized in alignment with SB697 regulations:

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

A breakdown of financial contributions is provided in Tables A and B. Note that 'non-quantifiable benefits' will be highlighted in the Year end Results section of KFH Community Benefit Plan, where applicable.

Table A

KAISER FOUNDATION HOSPITALS IN CALIFORNIA

Community Benefits Provided in 2020 (Endnotes on following page.)

Medical Care Services for Vulnerable Populations	
Medi-Cal shortfall ¹	\$692,686,921
Charity care: Charitable Health Coverage Programs ²	\$292,212,296
Charity care: Medical Financial Assistance Program ³	\$94,951
Grants and donations for medical services ⁴	\$32,762,341
Subtotal	\$1,017,756,509
Other Benefits for Vulnerable Populations	
Watts Counseling and Learning Center ⁵	\$3,159,122
Educational Outreach Program	\$996,423
Youth Employment programs ⁶	\$692,228
Grants and donations for community-based programs ⁷	\$85,399,347
Community Benefit administration and operations ⁸	\$12,241,501
Subtotal	\$102,488,621
Benefits for the Broader Community⁹	
Community health education and promotion programs	\$1,091,019
Kaiser Permanente Educational Theatre	\$5,784,348
Facility, supplies, and equipment (In-kind)	\$3,609,800
Community Giving Campaign administrative expenses	\$681,817
Grants and donations for the broader community ¹⁰	\$6,607,309
National Board of Directors fund	\$742,769
Subtotal	\$18,517,062
Health Research, Education, and Training	
Graduate Medical Education	\$98,995,981
Non-MD provider education and training programs ¹¹	\$27,487,338
Grants and donations for the education of health care professionals ¹²	\$2,315,284
Health research	\$26,843,322
Subtotal	\$155,641,925
TOTAL COMMUNITY BENEFITS PROVIDED	\$1,294,404,117

TABLE A 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 Charitable Health Coverage on a cost basis.
- ³ Amount includes unreimbursed care provided at this facility to patients who qualify for the Medical Financial Assistance 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-Downey, KFH-South Bay, and KFH-West Los Angeles.
- 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 number of Youth Employment Programs participants 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 several 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 scholarships 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.

Table B

KAISER FOUNDATION HOSPITALS IN CALIFORNIA

Community Benefits Provided by Hospital Service Area in 2020

NORTHERN CALIFORNIA HOSPITALS		SOUTHERN CALIFORNIA HOSPITALS	
Antioch	\$32,884,734	Anaheim	\$38,125,925
Fremont	\$11,870,189	Baldwin Park	\$31,073,319
Fresno	\$17,121,944	Downey	\$46,435,644
Manteca	\$30,479,883	Fontana	\$70,060,474
Modesto	\$16,601,850	Irvine	\$16,259,901
Oakland	\$68,247,808	Los Angeles	\$61,151,477
Redwood City	\$17,113,356	Moreno Valley	\$13,907,228
Richmond	\$45,313,562	Ontario	\$19,946,787
Roseville	\$46,614,984	Panorama City	\$39,931,373
Sacramento	\$87,732,815	Riverside	\$36,807,300
San Francisco	\$37,776,000	San Diego (2 Hospitals)	\$60,564,848
San Jose	\$29,971,995	South Bay	\$34,209,359
San Leandro	\$40,190,288	West Los Angeles	\$41,447,010
San Rafael	\$18,618,231	Woodland Hills	\$24,655,944
Santa Clara	\$43,328,256		
Santa Rosa	\$34,940,812		
South Sacramento	\$71,905,940		
South San Francisco	\$14,140,089		
Vacaville	\$26,348,833		
Vallejo	\$44,781,858		
Walnut Creek	\$23,844,101		
Northern California Total	\$759,827,528	Southern California Total	\$534,576,588

B. Medical Care Services for Vulnerable Populations

For the purpose of this plan, KFH 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. KFH 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.

C. Other Benefits for Vulnerable Populations

Watts Counseling and Learning Center (SCAL)

Since 1967, the Watts Counseling and Learning Center (WCLC) has been a valuable community resource for low-income, inner-city families in South Central Los Angeles. WCLC provides mental health and counseling services, educational assistance to children with learning disabilities, and a state-licensed and nationally accredited preschool program. Kaiser Permanente Health Plan membership is not required to receive these services and all services are offered in both English and Spanish. This program primarily serves the KFH-Downey, KFH-South Bay and KFH-West LA communities.

Educational Outreach Program (SCAL)

Since 1992, Educational Outreach Program (EOP) has been empowering children and their families through several year-round educational, counseling, and social programs. EOP helps individuals develop crucial life-skills to pursue higher education, live a healthier lifestyle through physical activity and proper nutrition, overcome mental obstacles by participating in counseling, and instill confidence to advocate for the community. EOP primarily serves the KFH-Baldwin Park community.

Youth Employment Programs (NCAL and SCAL)

Youth workforce programs focus on providing underserved diverse students with meaningful employment experiences in the health care field. Educational sessions and motivational workshops introduce them to the possibility of pursuing a career in health care while enhancing job skills and work performance. These programs serve as a pipeline for the organization and community-at-large, enhancing the future diversity of the health care workforce.

D. Benefits for the Broader Community

Community Health Education and Health Promotion Programs (NCAL and SCAL)

Health Education provides evidence-based clinically effective programs, printed materials, and training sessions to empower participants to build healthier lifestyles. This program incorporates tested models of behavior change, individual/group engagement and motivational interviewing as a language to elicit behavior change. Many of the programs and resources are offered in partnership with community groups, community clinics, libraries, nonprofit organizations, cable television channels, and schools.

Kaiser Permanente Educational Theatre (NCAL and SCAL)

Since 1986, KPET has been using 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 professional 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. KPET is provided 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 - to reinforce the messages presented in the programs.

E. Health Research, Education, and Training Programs

Graduate Medical Education (GME)

The mission of Kaiser Permanente GME is to recruit and prepare the physician workforce of the 21st century by optimizing the unique clinical and educational opportunities within our integrated model of care, which is now considered the gold standard for improving the entire U.S. health care system. Residents trained in our health care settings utilize technology to provide evidence-based, patient-centered care in a team-based model, employ population management strategies, and cultivate their skills in cultural sensitivity, effective communication and leadership. As part of their training, residents participate in rotations at school-based health centers, community clinics, and homeless shelters.

Non-MD Provider Education and Training Programs

Kaiser Permanente provides education, training, residences, internships, and/or scholarships and stipends for non-physician health care professionals in nursing, pharmacy, physical therapy, psychology, and radiology. This includes Northern California Region's Kaiser Permanente School of Allied Health Sciences, which offers 18-month training programs in sonography, nuclear medicine,

and radiation therapy and Southern California Region's Hippocrates Circle Program, which was designed to provide youth from under-represented communities and diverse backgrounds with an awareness of career opportunities as a physician.

Health Research

Kaiser Permanente conducts, publishes, and disseminates high-quality epidemiological and health services research to improve health and medical care throughout our communities. Our Division of Research (NCAL), Department of Research and Evaluation (SCAL), Kaiser Foundation Research Institute, and Nursing Research Programs deploy a wide range of research methods, including clinical research, health care services research, and epidemiological and translational studies on health care that are generalizable and broadly shared, helping build a knowledge base that improves health and health care services.

III. KFH-West Los Angeles Community Served

A. Kaiser Permanente’s Definition of Community Served

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.

B. Demographic Profile of the Community Served

The following table includes race, ethnicity, and additional socioeconomic data for the KFH-West Los Angeles service area. Please note that "race" categories indicate "non-Hispanic" population percentage for Asian, Black, Native American/Alaska Native, Pacific Islander/Native Hawaiian, Some Other Race, Multiple Races, and White. "Hispanic/Latino" indicates total population percentage reporting as Hispanic/Latino. [Sources: ESRI, 2019; ACS 5-year estimates, 2013-2017.]

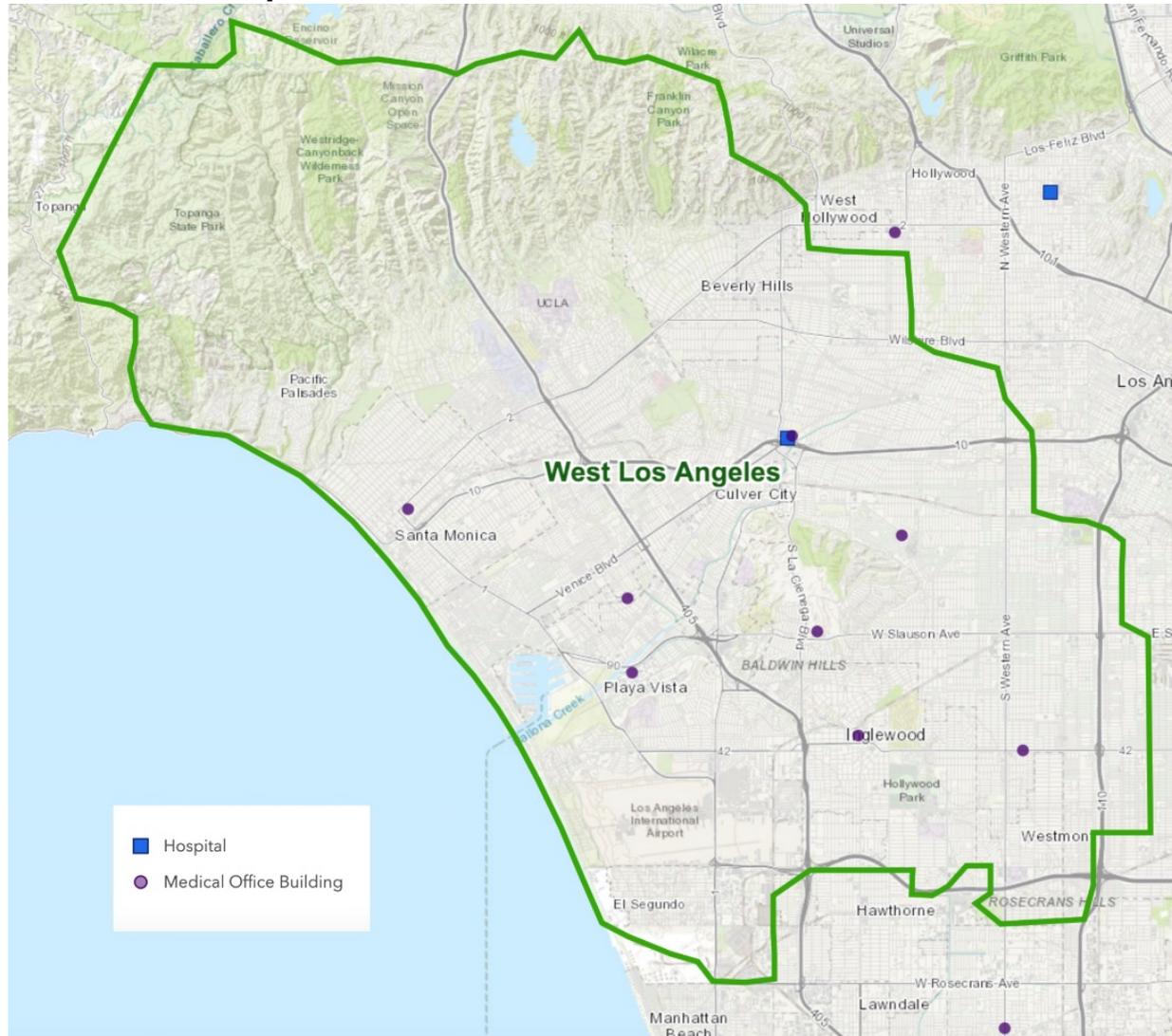
Race/Ethnicity		Socioeconomic	
Total Population	1,459,782	Living in Poverty (<100% Federal Poverty Level)	18.79%
Asian/Pacific Islander	9.16%	Children in Poverty	21.7%
Black	19.66%	Unemployment	6.27%
Hispanic/Latino	35.75%	Uninsured Population	12.6%
Native American/Alaska Native	0.15%	Adults with No High School Diploma	15.99%
Some Other Race	0.39%		
Multiple Races	3.10%		
White	31.77%		

C. Map and Description of Community Served

The KFH-West Los Angeles service area covers 7 cities and some unincorporated areas. The KFH-West Los Angeles service area includes the cities of Beverly Hills, Culver City, El Segundo, Inglewood, Santa Monica, West Hollywood, and Los Angeles. The city of Los Angeles includes the communities of Baldwin Hills, Cheviot Hills, Crenshaw, Hyde Park, Jefferson Park, La Tijera, Leimert Park, Mar Vista, Mid City, Miracle Mile, Ocean Park, Pacific Palisades, Palms, Playa Del Rey, Rancho Park,

Rimpau, Venice, Vermont Knolls, West Adams, Westchester, Westwood, and Wilshire among others. Unincorporated areas include Ladera Heights, Lennox, Marina del Rey, View Park, Westmont, Windsor Hills and others.

KFH-West Los Angeles Service Area Map



IV. KFH-West Los Angeles Community Health Needs

The following are the health needs that KFH-West Los Angeles is addressing during the 2020-2022 Implementation Strategy period. For information about the process and criteria used to select these health needs and the health needs that were not selected (and the rationale), please review the 2019 CHNA Report and 2020-2022 Implementation Strategy Report at: <http://www.kp.org/chna>.

A. Health Needs Addressed

Access to Care: Access to Care impacts multiple areas of an individual's health, including physical health, mental health, social well-being, and overall quality of life. This health need is comprised of various factors, including affordability, costs of living, availability of health care providers, ability to navigate healthcare systems, and social stigmas. In the KFH-West Los Angeles service area, low-income, African American, and Hispanic/Latino residents are more likely to be uninsured and are disproportionately impacted by the accessibility of health care. In the KFH-West Los Angeles service area, challenges to accessing healthcare was the most prominent issue revealed through primary data collection. Across all data collection methods, residents made clear that they face difficult choices between feeding their children, paying rent, or paying for healthcare. These factors also contributed to an increased risk of diabetes and obesity. Access to care was selected to be addressed in the Implementation Strategy because secondary data and community engagement revealed that it is a priority health need and KFH-West Los Angeles has existing resources, partnerships, and potential opportunities to address this need.

Economic Security. This need includes employment, education, food insecurity, housing insecurity and homelessness. Employment and education are highly intertwined issues that impact socioeconomic status, including low income and poverty. In the KFH-West Los Angeles service area, 34% of the population have household incomes less than 100% of the Federal Poverty Level. In South Los Angeles, a community within the KFH-West Los Angeles service area, 33% of area residents are unemployed, compared to 9% in the City of Los Angeles. Adult community members in the KFH-West Los Angeles area shared that a lack of high paying, quality jobs resulted in fewer resources in the household as well as underinvestment in the community, because of limited local income and sales taxes. Community members also shared their experiences with discrimination in job searches, highlighting the contributing effects of racial inequity. Some community members also discussed the importance of strengthening the healthcare workforce to reduce the provider shortage and provide access to quality jobs.

Socioeconomic status impacts the ability to ensure food security and access to healthy foods. As an important aspect of health, food intake can also contribute to a variety health issues. In the KFH-West Los Angeles service area, 34% of households receive Supplemental Nutritional Assistance Program benefits, as qualified through their low-income eligibility. In addition to this, nearly 20% of households are considered as having low food security. Community residents of the KFH-West Los Angeles service area unanimously highlighted the impact that the lack of affordable healthy food has on

the community's ability live a healthy lifestyle. Specifically, community members cited: 1) abundance of liquor stores and fast food establishments, 2) lack of grocery stores, or grocery stores with rotting produce, 3) high cost of healthy food, and 4) long distance to healthy food retailers (restaurants, grocery stores). The impact of these barriers was cited as affecting many other health issues, including obesity and diabetes, oral health, mental health, and cardiovascular disease.

Housing affordability and access continues to be an issue for low income families in Los Angeles and the KFH-West Los Angeles service area. In the KFH-West Los Angeles service area, 63% of households spend 30% or more of their income on housing. An increasing burden of rent is also exacerbating issues related to housing insecurity. Community members in the KFH-West Los Angeles service area pointed to overlapping economic issues as contributing factors to housing insecurity and homelessness, these included: low income, increased rent burden, employment, and rising costs of living. This forces residents to choose between paying for housing, healthcare, or healthy food. More broadly, housing insecurity was also discussed in relationship to historical policies in West and South LA communities that dictated where specific subgroups could purchase housing. Residents cited the current challenges presented by gentrification, where new developments are driving many residents out of their communities. Additionally, community members frequently pointed out that the places where African American and Latino families could afford housing were often places significantly lacking health-promoting resources. While most of the conversations focused on access to affordable housing, people experiencing homelessness were identified as one of the groups at higher risk of experiencing poverty and poor health outcomes than other groups.

Overall, Economic Security directly contributes to the ability of individuals and families to live healthy lives; it includes access to education and employment, safe physical environments, and food security. In all areas, residents of the KFH-West Los Angeles service area reported racial bias and discriminatory systems as playing a role in their ability to secure fair resources or access. This was selected as a priority need to be addressed in the Implementation Strategy because of its nature as a compelling social predictor of health, and due to KFH-West Los Angeles data, existing programming, and partnerships.

Mental & Behavioral Health: As with many physical health conditions, mental health contributes significantly to overall quality of life, health, and health outcomes. Mental health and wellness has been linked to physical health, economic security, housing security, and more. In the KFH-West Los Angeles service area, only 56% of residents report being able to receive the social emotional support they need, as compared with 64% of adults in LA County overall. Poor mental health and the inability to access mental health resources can also compound health issues or present as co-occurring disorders. For example, the 2018 Greater Los Angeles Homeless Count reports that 17% of adults in the KFH-West Los Angeles service area experiencing homelessness also have a serious mental illness. Throughout the KFH-West Los Angeles service area, mental health was cited more than any other priority health issue during the data collection and was discussed as both a cause and an outcome of living with low income. Both interviewees and focus group participants discussed the mental strain of 1)

having to make critical choices due to limited income such as paying rent, food, or healthcare, 2) dealing with untreated health conditions, and 3) living in communities with high rates of poor health outcomes, limited resources, violence and over-policing. The cyclical nature of mental health issues compounds the impacts on communities, necessitating highly tailored interventions and preventative measures. Transitional Age Youth also highlighted that this stress can lead to making unhealthy and sometimes criminal choices to make ends meet or simply because they have given up and have nothing to lose.

During all methods of engagement, behavioral health, specifically substance abuse was ranked as a top health issue both as a cause and as effect of living in a low-income community. In the KFH-West Los Angeles service area, 15% of 18 and older population reported binge drinking in the past month, 49.2% of the adult population had at least one alcoholic drink in the last month, 18.1% of the adult population reported using some form of marijuana in the last year, and 7.2% of adults reported misusing any form of prescription drugs in the past year. Research on this issue suggests that on the individual level, substance abuse is a coping mechanism to escape reality, while at the community level it acts as a pollutant and a highly destructive force with enduring consequences. Community input revealed that stakeholders referenced the early 1980's crack epidemic as a contributing factor to the socioeconomic hardships experienced by residents, particularly in South LA communities.

Mental and behavioral health was selected to be addressed in the Implementation Strategy because of the urgency of the need and the existing efforts already being conducted around this issue in the service area.

Racial Equity: Themes related to institutionalized racism were pervasive across community engagements and overlay the other health needs and barriers described in this report. For residents, the issue of racial equity was largely discussed in the form of housing discrimination, over-policing, the lack of access to resources, gentrification, and the prevalence of liquor stores and fast food establishments with a lack of healthy food options. Community members highlighting systematic neglect and disenfranchisement noted the downstream impacts of these discriminatory policies, including negative health outcomes and increased racial segregation. There was also an acknowledgment of the barriers to accessing resources resulting from segregation, and a desire to strengthen bonds within communities. In the KFH-West Los Angeles service area, data demonstrates that these experiences disproportionately impact low-income individuals, African American, and Latino residents. Racial Equity was reported as a key driver for multiple negative health outcomes and negative community environments impacting other health needs in KFH- West Los Angeles service area. For this reason, Racial Equity is addressed in each of the other identified health needs, through specific strategies and interventions that target specific populations.

B. Health Needs Not Addressed

While all the health needs prioritized in the 2019 Community Health Needs Assessment (CHNA) process are important to address, the implementation strategy planning process requires KFH-West Los Angeles to conduct a selection process based on critical criteria including health need severity, magnitude, inequity, and the extent to which KFH-West Los Angeles is in a position to meaningfully address the need (see Section VII.A for a full description of selection criteria). The 2019 KFH-West Los Angeles CHNA methodology focused on identifying a key and small selection of all community health needs impacting the service area. Thus, all priority health needs identified are addressed at various levels in the implementation strategy plan.

Taking existing community resources into consideration, KFH-West Los Angeles decided to concentrate on those health needs that we can most effectively address given our areas of focus. The Medical Center has insufficient resources to effectively address all needs prioritized in the Community Health Needs Assessment equally, and in many cases, the needs are currently addressed by others in the community. With respect to racial equity, KFH-West Los Angeles has embedded equity strategies and core interventions within other identified health needs, but did not separate racial equity into its own category of health need. This approach seeks to recognize how the lack of racial equity act as drivers for many negative health outcomes and disparities in the racially diverse KFH-West Los Angeles communities. This Implementation Strategy is not exhaustive of everything we do to enhance the health of our communities. KFH-West Los Angeles collaborates with partners addressing a multitude of health needs, and focuses efforts where it can appropriately contribute to addressing those needs.

V. 2020 Year-End Results for KFH-West Los Angeles

The 2020 Year-End Results highlight a select set of activities and grant financial resources for addressing health needs. For a full description of strategies and activities to address health needs, please review the 2020-2022 Implementation Strategy Plan at <http://www.kp.org/chna>.

A. 2020 Community Benefit Financial Resources Provided by KFH-West Los Angeles

Total Community Benefit expenditures are reported 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 professional 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.

Table C: KFH-West Los Angeles 2020 Year-End Community Benefit Expenditures

	2020
Medical Care Services for Vulnerable Populations	
Medi-Cal shortfall ¹	\$25,232,406
Charity care: Charitable Health Coverage Programs ²	\$4,637
Charity care: Medical Financial Assistance Program ³	\$10,488,159
Grants and donations for medical services ⁴	\$814,351
Subtotal	\$36,539,553
Other Benefits for Vulnerable Populations	
Watts Counseling and Learning Center ⁵	\$1,053,040
Grants and donations for community-based programs ⁷	\$999,911
Community Benefit administration and operations ⁸	\$374,584
Subtotal	\$2,427,535
Benefits for the Broader Community	
Community health education and promotion programs	\$58,599
Kaiser Permanente Educational Theatre ⁹	\$354,893
Community Giving Campaign administrative expenses	\$1,417
Grants and donations for the broader community ¹⁰	\$276,256
National board of directors fund	\$15,765
Subtotal	\$706,930
Health Research, Education and Training	
Graduate Medical Education	\$354,208
Non-MD provider education and training programs ¹¹	\$926,829
Grants and donations for health research, education, and training ¹²	\$110,618
Health research	\$381,337
Subtotal	\$1,772,992
Total Community Benefits Provided	\$41,447,010

TABLE C 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 Charitable Health Coverage on a cost basis.
- ³ Amount includes unreimbursed care provided at this facility to patients who qualify for the Medical Financial Assistance 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-Downey, KFH-South Bay, and KFH-West Los Angeles.
- 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 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 several 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 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. 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.

B. 2020 Examples of KFH-West Los Angeles Activities Addressing Selected Health Needs

All Kaiser Foundation Hospitals (KFH) carefully consider the evidence-base when determining which goals, strategies, and related activities would be most effective in addressing priority health needs. It's anticipated that successful implementation of key activities (programs, grants, collaboration, and/or in-kind assets), tied to key goals and strategies, can contribute toward improving the priority health needs in the community. For information on the goals and strategies that were selected for each health need, please refer to the KFH-West Los Angeles Implementation Strategy Report, posted on the internet at <http://www.kp.org/chna>.

Mechanisms for monitoring progress are tailored to each activity 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, and number and role of KFH volunteers. KFH also conduct evaluation of larger grant initiatives to understand both progress and outcomes. In addition to internal monitoring and evaluation, KFH requires grantees to propose, track, and report outcomes of the projects for which they have received funding.

The below tables provide highlights for a select number of programs, grants, collaboration and/or assets that aims to address the identified health needs for KFH-West Los Angeles. The examples provided below are illustrations and not an exhaustive list. Where appropriate, summative information is provided for programs that have been implemented in multiple years. The total number and amount of paid grants to address a health need include those that are awarded to organizations providing programs serving the KFH-West Los Angeles service area and may also serve other KFH service areas. Grant examples denoted with (~) provide services and/or programs in multiple Kaiser Foundation Hospital service areas. Grant examples denoted with (*) were distributed from the Kaiser Permanente Southern California Charitable Contribution Fund, a Donor Advised Fund (DAF) administered by the California Community Foundation; accordingly, grant amounts were not included in the community benefit totals for 2020 (Tables B and C). In addition to the below examples Kaiser Permanente, Southern California implements additional efforts that address multiple health needs:

- The Watts Counseling and Learning Center (WCLC) provides mental health and counseling services, educational assistance to children with learning disabilities, and a state-licensed and nationally accredited preschool program. In 2020, WCLC provided services to 891 individuals (predominantly of African American and Latino descent), reaching 189 children, 368 teens and young adults, and 334 adults.
- Educational Theatre brings free, live theatrical programs to schools and communities. The programs are designed to inspire children, teens and adults to make healthier choices and informed decisions about their health by focusing on topics such as health reading and literacy, conflict management, healthy eating and active living, bullying, and sexually transmitted infections. All

performances are delivered by professional actors who are also trained health educators. In 2020, Educational Theater provided 87 events in the KFH-West Los Angeles communities, reaching 4,718 youth and 643 adults across 17 locations.

Need	Summary of impact	Examples of impactful efforts
Access to Care	During 2020, Kaiser Permanente paid 8 grants, totaling \$74,333 addressing this priority health need in the West Los Angeles service area. In addition, a portion of money managed by a donor advised fund at California Community Foundation was used to pay 12 grants, totaling \$329,366 that addresses this need.	<p><u>Providing Affordable Healthcare</u> In 2020, KFH-West Los Angeles provided \$25,232,406 in medical care services to 29,830 Medi-Cal recipients (both health plan members and non-members) and \$10,488,159 in medical financial assistance (MFA) for 9,192 beneficiaries.</p>
		<p><u>Advancing the Virtual Care Innovation Network~*</u> The Tides Center, Center for Care Innovations transforms care for vulnerable individuals by inspiring, teaching and spreading innovation among the organization that serve them. This project will provide technical assistance and training, grant funding and build a learning community for Safety Net providers. In 2020, Kaiser Permanente paid \$820,156 (split among 13 service areas) to the Tides Center to:</p> <ul style="list-style-type: none"> • Reach over 130 community health center organizations within span of 18-month initiative, including organizations in communities most impacted by COVID-19. • Catalyze access to high quality care by expanding and strengthening virtual care delivery for vulnerable populations, including the homeless support organizations that are serving people most impacted by COVID-19 to improve access and health.

Need	Summary of impact	Examples of impactful efforts
		<p><u>Supporting Free Health Care Services to the Uninsured~*</u></p> <p>Lestonnac Free Clinic provides high-quality health care services to uninsured, low-income and homeless individuals free of charge. The organization fills critical gaps in health care by providing a comprehensive array of services, including primary medical, preventative and restorative dental, mental health and specialty care services. In 2020, Kaiser Permanente paid \$95,000 (split among 13 service areas) to Lestonnac Free Clinic to:</p> <ul style="list-style-type: none"> • Provide free primary medical care to 7,500 uninsured residents. • Provide free specialty medical care to 1,200 uninsured residents. • Provide free dental services to 1,000 uninsured residents. • Provide free behavioral health services to 400 uninsured residents
		<p><u>Advocating for Health Centers to Improve the Health of Vulnerable Populations~*</u></p> <p>California’s Primary Care Association (CPCA) provides education, training, and advocacy to their members community health centers to best serve their low-income, underserved, and diverse patients. In 2020, Kaiser Permanente paid \$300,000 (split among 15 service areas) to CPCA to:</p> <ul style="list-style-type: none"> • Provide a comprehensive training program of web-based and in-person sessions, statewide or regional convenings, and statewide conferences that respond to the needs of members. • Provide topic-specific individualized technical assistance as requested by members. • Host job-specific and topic-specific Peer Networks and augment Peer Network program, as appropriate, in response to member requests or emerging issues. • Educate policy makers and other key stakeholders about the unique and critical role that community health centers play in serving patients throughout the state as an integral part of an integrated health care delivery system.

Need	Summary of impact	Examples of impactful efforts
		<p><u>Assisting Spanish Speakers to Access Benefits and Healthcare Enrollment</u> Through workplace and community outreach programs, Worksite Wellness LA helps the hard-working, low and moderate income people of Los Angeles County and their families—regardless of immigration status—navigate health care coverage enrollment and teach the importance of a healthy lifestyle in a relatable way. In 2020, Kaiser Permanente paid \$25,000 to Worksite Wellness LA to:</p> <ul style="list-style-type: none"> • Provide healthcare-plan navigation, enrollment assistance, and retention for Medi-Cal, My Health LA, Covered California, and Medicare programs to low income individuals with a focus on overcoming language barriers. • Offer educational workshops in English and Spanish. Topics include nutritional education, tobacco-abatement strategies, financial literacy, preventative healthcare and stress management.
<p>Economic Opportunity</p>	<p>During 2020, Kaiser Permanente paid 11 grants, totaling \$258,381 addressing this priority health need in the West Los Angeles service area. In addition, a portion of money managed by a donor advised fund at California Community Foundation was used to pay 7 grants, totaling \$1,281,148</p>	<p><u>Improving Community Health in Southern California by Increasing Utilization of Wealth-Building Programs~</u> Golden State Opportunity Foundation (GSO) aims to help low-income residents of Los Angeles, Riverside, and San Bernardino counties increase their financial stability and overall well-being through outreach campaigns to increase California Earned Income Tax Credit (CalEITC) uptake and a financial empowerment program. GSO is dedicated to ending poverty by providing all Californians with the tools to build financial security and thrive. In 2020, Kaiser Permanente paid \$80,000 (split among 8 service areas) to GSO to:</p> <ul style="list-style-type: none"> • Build a network of Health Care Partners who can help reach priority populations, including families with children under six who are eligible for the Young Child Tax Credit, Individual Taxpayer Identification Number holders, and seniors. • Provide financial tools and resources through a monthly financial empowerment webinar series to help low-income families build financial security, reduce debt, and increase savings.

Need	Summary of impact	Examples of impactful efforts
	<p>that addresses this need.</p>	<p><u>Supporting Permanent Housing Units for Homeless in California~*</u> Enterprise Community Partners (Enterprise) is a national nonprofit that creates opportunity for low- and moderate-income people through affordable housing. Enterprise partners with states to provide operating subsidies, wraparound services, and technical assistance for new state-acquired properties that house a range of formerly homeless populations, including families, veterans, and people living with HIV. In 2020, Kaiser Permanente paid \$12.5 million (split among 15 service areas) to Enterprise:</p> <ul style="list-style-type: none"> • Support wraparound services and operations of up to 1,000 new housing units for homeless people. • Distribute at least 5 service and operating sub-grants to local public entities or homeless service providers. • Provide up to 20 individual housing projects around the state with technical assistance, resulting in plans to deploy creative, flexible service models to better serve the complex and varied needs of people transitioning out of homelessness. <p><u>Providing Food to Women, Infants and Children~*</u> California WIC Association (CWA) works to ensure that all people in California have enough food to lead a healthy life. CWA is a public health organization that nourishes, educates, supports and empowers families in building a healthy future, particularly given the heightened food insecurity as a result of COVID-19. In 2020, Kaiser Permanente paid \$50,000 (split among 15 service areas) to CWA to:</p> <ul style="list-style-type: none"> • Support the 83 local agencies to be able to educate policymakers on the Women, Infant and Children (WIC) federal food program. • Increase access to WIC by sharing innovate practices that support increased enrollment.

Need	Summary of impact	Examples of impactful efforts
		<p data-bbox="770 222 1854 297"><u>Providing Job and Life Skills Training to Previously Incarcerated Youth and Adults</u></p> <p data-bbox="770 305 1894 545">Big John Kares is a non-profit organization that promotes equality by providing education, training, and life-skills support to under-served youth and adults in Los Angeles and its surrounding communities. This organization assists previously incarcerated individuals to obtain employment by learning a trade. In 2020 Kaiser Permanente paid \$30,000 to this organization to Big John Kares to:</p> <ul data-bbox="814 553 1864 805" style="list-style-type: none"> <li data-bbox="814 553 1864 628">• Offer life skills classes weekly for a period of six months to about 200 individuals. <li data-bbox="814 636 1864 711">• Offer tutoring classes twice a week to prepare students for taking building trade apprenticeship program examinations. <li data-bbox="814 719 1864 760">• Assist with union employment placement. <li data-bbox="814 768 1864 805">• Provide tools and necessary materials for initiating work assignments. <p data-bbox="770 824 1455 865"><u>Building Strength and Resiliency in South LA</u></p> <p data-bbox="770 873 1854 1068">Esperanza Community Housing Corporation is a multi-faceted social justice organization providing a comprehensive approach to community development and neighborhood revitalization for low-income families of color. In 2020 Kaiser Permanente paid \$50,000 to Esperanza Community Housing Corporation to:</p> <ul data-bbox="814 1076 1875 1279" style="list-style-type: none"> <li data-bbox="814 1076 1875 1198">• Address displacement, gentrification, and anti-eviction by supporting the work of Promotores de Salud (Community Health Promoters) responding to COVID -19. <li data-bbox="814 1206 1875 1279">• Distribute emergency relief funds and life-saving information to “hard-to-reach” primarily Spanish-speaking populations.

Need	Summary of impact	Examples of impactful efforts
<p>Mental Health</p>	<p>During 2020, Kaiser Permanente paid 18 grants, totaling \$231,429 addressing this priority health need in the West Los Angeles service area. In addition, a portion of money managed by a donor advised fund at California Community Foundation was used to pay 5 grants, totaling \$108,026 that addresses this need.</p>	<p><u>Advancing Mental Health Equity~</u> The California Pan Ethnic Health Network (CPEHN) promotes health equity by advocating for public policies and sufficient resources to address the health needs of communities of color. In 2020, Kaiser Permanente paid \$300,000 (split among 15 service areas) to CPEHN to improve and build the current mental health workforce to meet community health needs by:</p> <ul style="list-style-type: none"> • providing training and technical assistance opportunities to build the capacity of 20 community partners, including the Behavioral Health Equity Collaborative, to advocate for a culturally competent mental health workforce • conducting policymaker education and advocacy to advance cultural competence among existing mental health workforce and expand opportunities for non-licensed professionals such as community health workers and navigators. • developing and disseminating a minimum of two research briefs, fact sheets, and other communication tools to influence and inform policymakers on mental health equity and the need for a culturally competent workforce in California.

Need	Summary of impact	Examples of impactful efforts
		<p><u>Developing a Child Behavioral Health Agenda~</u> Children Now educates policymakers, school district leaders, and other key stakeholders about best practices and policy solutions to address suspension and expulsion policies that disproportionately impact students of color, improve school climate, and increase students’ access to mental health services. In 2020, Kaiser Permanente paid \$300,000 (split among 15 service areas) to Children Now to:</p> <ul style="list-style-type: none"> • Engage at least 35 diverse stakeholders for input on a statewide policy agenda to improve access to behavioral health services through supporting and increasing the workforce. • Develop a child-centered policy agenda for behavioral health, which would include policies on workforce development. • Educate at least 120 policymakers on ways to improve or expand workforce programs to benefit children’s behavioral health. <p><u>Providing Mental Health Support to LGBT Women of Color</u> The Los Angeles LGBT Center aims at building a world where LGBT people thrive as healthy, equal, and complete members of society. Their new Center South location at 2313 W. Martin Luther King Jr. Boulevard, Los Angeles, CA 90008 brings resources to African American and Latinx LGBTQ residents in an area that has been historically under resourced. In 2020, Kaiser Permanente paid \$15,000 to Los Angeles LGBT Center to:</p> <ul style="list-style-type: none"> • Support outreach activities in this community. • Provide mental health group support to LGBT Black and Latina women.

Need	Summary of impact	Examples of impactful efforts
		<p><u>Advancing Collaborative Care Models in Depression Care</u></p> <p>Healthy African American Families (HAAF) is a non-profit, community serving agency whose mission is to improve the health outcomes of African American and Latino communities in Los Angeles County. HAAF work focuses on guiding researchers on the salience of equity, justice, racism, and discrimination. In 2020, Kaiser Permanente paid \$50,000 to HAAF to:</p> <ul style="list-style-type: none"> • Support the hiring of a development manager to prepare a five-year strategic plan for sustainable funding. • Provide a multi-sector, community-engagement based approach to collaborative care for depression to South LA seniors serving about 100 individuals annually.
<p>Racial Equity</p>	<p>During 2020, Kaiser Permanente paid 15 cash donations, totaling \$612,500 addressing this priority health need in the West Los Angeles service area.</p>	<p><u>Preventing Gentrification and Displacement of African American Residents</u></p> <p>Crenshaw Subway Coalition (CSC) is a local Black-led organization in the City of Los Angeles that is focused on educating and expanding public understanding of gentrification, displacement pressures, and the public health intersection. In 2020, Kaiser Permanente paid CSC \$50,000 to:</p> <ul style="list-style-type: none"> • Offer gentrification prevention workshops to residents of the Crenshaw area. • Support the creation of an anti-eviction center in Leimert Park. • Provide seed funds for developing a community land trust to create permanently affordable housing for low income individuals experiencing displacement.

Need	Summary of impact	Examples of impactful efforts
		<p><u>Engaging Communities of Color to Influence Public Policy</u> Community Coalition's (CoCo) mission is to help transform the social and economic conditions in South Los Angeles (South LA) that foster addiction, crime, violence, and poverty by involving residents in influencing, and changing public policy. In 2020, Kaiser Permanente paid CoCo \$50,000 (split across 2 service areas) to:</p> <ul style="list-style-type: none"> • Support the work of full-time and a part-time organizers engaging youth and adult residents in various community health campaigns in South LA, such as the Student Equity Need Index, fighting to end mass incarceration, and providing racial healing, and community resilience programming. • Develop Youth leadership skills to help lift their experiences and provide greater understanding of public policy and its impact on South LA residents. <p><u>Reducing African American Infant and Maternal Health Disparities</u> Charles R. Drew University of Medicine and Science (CDU) is a private, nonprofit, community-founded, student-centered University committed to cultivating diverse health professions leaders who are dedicated to social justice and health equity for underserved populations through outstanding education, clinical service and community engagement. In 2020 Kaiser Permanente paid CDU \$50,000 (split across 2 service areas) to:</p> <ul style="list-style-type: none"> • Support the development of a Black Maternal Health Center of Excellence. This pilot demonstration project will create a hub offering reproductive community care to target the persisting birthing disparities that disproportionately have impacted Black birthing women and their families. • To fund a project coordinator position who will work on additional fundraising necessary to establish this project.

Need	Summary of impact	Examples of impactful efforts
		<p><u>Training Youth Leaders to address Racism and Promote Social Justice</u></p> <p>Social Justice Learning Institute (SJEL) is an organization dedicated to improving the education, health and wellbeing of youth and communities of color by empowering them to enact social change through research, training, and community mobilization. In 2020, Kaiser Permanente paid SJEL \$50,000 to:</p> <ul style="list-style-type: none"> • Support the Youth Justice Fellowship program and train youth leaders to understand institutional racism and fight against racial injustice. • Support the Urban Scholar Program, which uses education as a tool to empower communities of color to unlock their ability to change their lives and the world around them. • Support the Sons, Selves (BSS) Coalition that works to improve outcomes for boys and young men of color by advocating for positive alternatives to suspension and reducing criminalization of communities of color.