

Kaiser Foundation Hospital (KFH)-Woodland Hills-West Ventura County

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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-Woodland Hills and West Ventura County 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 tables include race, ethnicity, and additional socioeconomic data for the KFH-Woodland Hills and West Ventura County service areas. 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].

KFH-Woodland Hills Service Area Demographics

Race/Ethnicity		Socioeconomic	
Total Population	949,538	Living in Poverty (<100% Federal Poverty Level)	9.98%
Asian/Pacific Islander	12.47%	Children in Poverty	11.1%
Black	2.84%	Unemployment	4.67%
Hispanic/Latino	26.41%	Uninsured Population	8.6%
Native American/Alaska Native	0.18%	Adults with No High School Diploma	9.48%
Some Other Race	0.24%		
Multiple Races	3.48%		
White	54.03%		

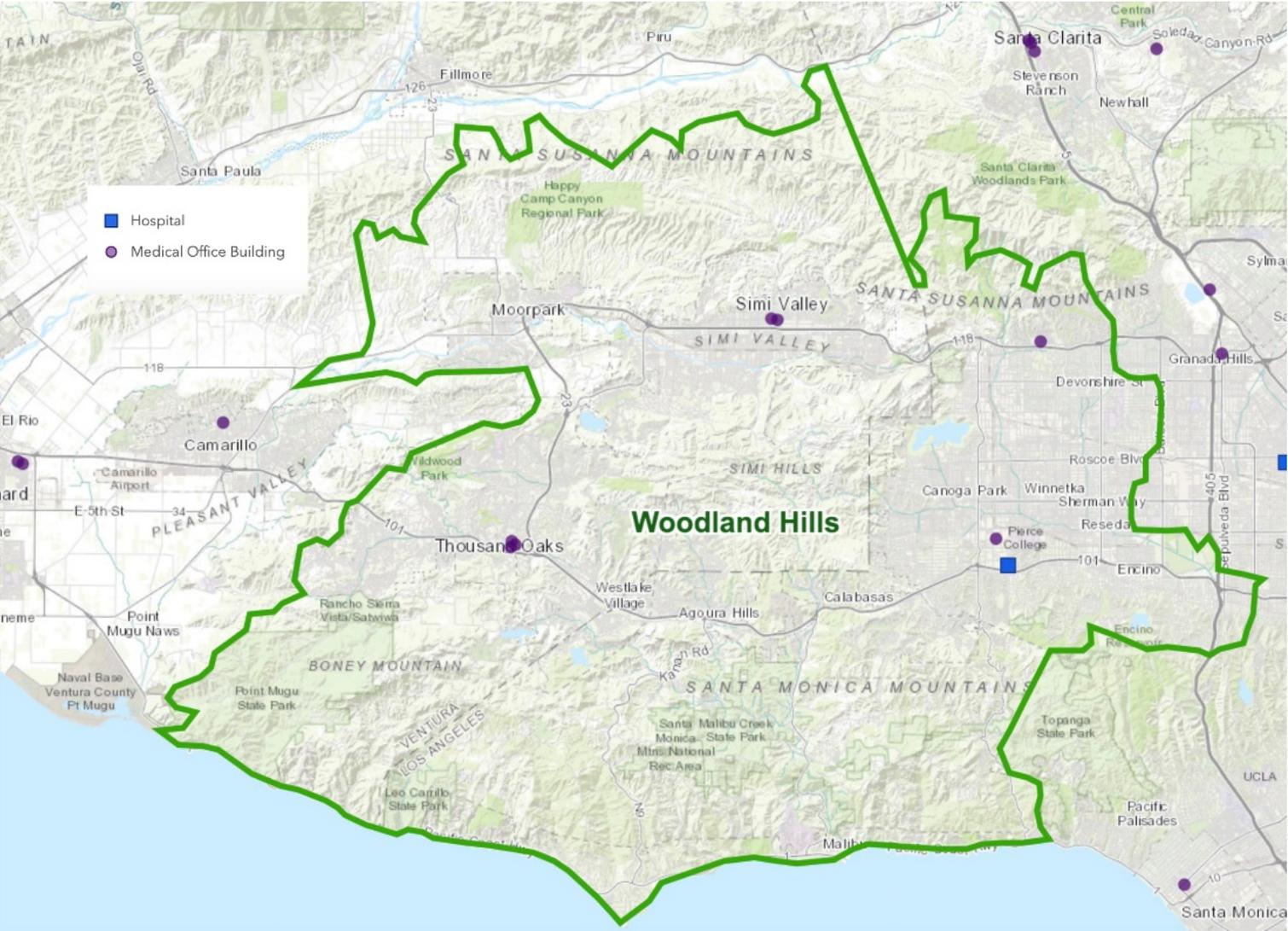
West Ventura County Service Area Demographics

Race/Ethnicity		Socioeconomic	
Total Population	515,471	Living in Poverty (<100% Federal Poverty Level)	13.55%
Asian/Pacific Islander	6.24%	Children in Poverty	17.6%
Black	1.98%	Unemployment	4.59%
Hispanic/Latino	57.01%	Uninsured Population	13.5%
Native American/Alaska Native	0.31%	Adults with No High School Diploma	20.23%
Some Other Race	0.13%		
Multiple Races	2.16%		
White	32.17%		

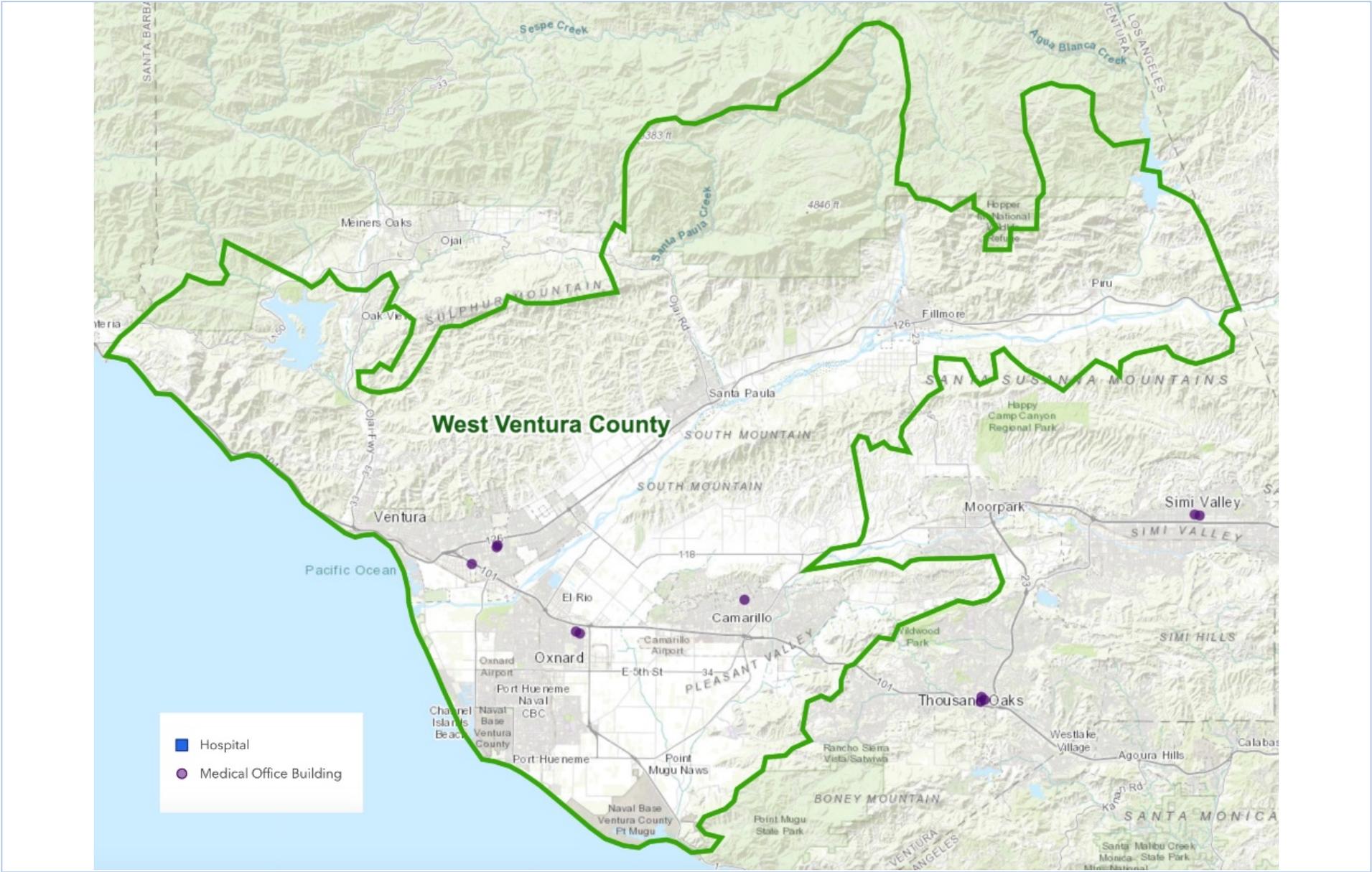
C. Map and description of community served

The KFH-Woodland Hills and West Ventura County service areas include the west end of the San Fernando Valley and Ventura County, including the communities of Agoura, Calabasas, Camarillo, Canoga Park, Chatsworth, Encino, Fillmore, Moorpark, Newbury Park, Northridge, Oxnard, Porter Ranch, Reseda, Santa Paula, Sherman Oaks (west), Simi Valley, Tarzana, Thousand Oaks, Topanga, Ventura, Winnetka, and Woodland Hills.

KFH-Woodland Hills Service Area Map



West Ventura County Service Area Map



IV. KFH-Woodland Hills and West Ventura County Community Health Needs

The following are the health needs that KFH-Woodland Hills and West Ventura County 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 2016 CHNA Report and 2020-2022 Implementation Strategy Report at: <http://www.kp.org/chna>.

A. Health Needs Addressed

Access to Care

Access to comprehensive, quality health care services is important for the achievement of health equity and for increasing the quality of life for everyone. Limited access to health care and compromised healthcare delivery impact people's ability to reach their full potential, negatively affecting their quality of life. Healthcare access and delivery, including primary and specialty care, is a health need locally, as demonstrated by high rates of preventable hospital events compared to the state average. Additionally, the community engagement process brought to light many concerns related to access to health and specifically the lacking quality of care. 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-Woodland Hills has existing resources, partnerships, and potential opportunities to address this need.

Healthy Eating, Active Living

Unhealthy diet and lack of physical activity are key contributors of cardiovascular disease, diabetes, and obesity. As such, strategies that support healthy eating and active living can improve these health conditions. Healthy Eating, Active Living addresses the root causes of cardiovascular disease, diabetes, and obesity. Cardiovascular disease can refer to a number of different health conditions including stroke, heart attack, arrhythmia, etc. Causes of cardiovascular disease include diabetes, diet, or hereditary factors, among other things. Social predictors that are linked to Heart Attack ER Visits are: fewer bachelor's degrees, more crowded housing, and less employment. Most recent data indicate that 6.2% of Woodland Hills Service area residents have heart disease. The average heart disease death rate is 104 per 100,000. Black residents of the area die of heart disease at above average rates. During the community engagement process, residents indicated that heart disease was among their primary concerns. Among focus group participants who completed a post focus group survey asking them to identify their level of concern for various health outcomes, cardiovascular disease was among the top 5; with 74% indicating it was a concern for them.

Diabetes remains a major health concern at both a national and local level. If undiagnosed or left untreated, diabetes can lead to a number of serious health complications including kidney failure, heart attack, and stroke. Within the Woodland Hills area, 6.6% of adults aged 18 year or older have been told they have diabetes. Residents in the West Ventura area have a slightly higher percentage of adults being told they have diabetes, at 7.3%. While the social predictors linked to diabetes vary across West Ventura and Woodland Hills areas, lower income was linked to a higher prevalence of diabetes. Additionally, among residents participating in the community engagement process, diabetes was one of the primary concerns and worries experienced impacting daily activities.

Obesity is a concern, as it is a treatable and preventable health outcome that is the impetus to other more chronic health conditions. Specifically, obesity is tied to some of the previous health outcomes identified, namely diabetes and cardiovascular disease. By assessing upstream factors that are linked to obesity, prevention efforts or resources can be prioritized to address this health outcome. Recent data shows various social predictors are linked to obesity, including more crowded housing, fewer bachelor's degrees, less health insurance, lower income, and less beach/park access. Among adult residents in Woodland Hills, 20.5% are considered to be obese in comparison to 28.1% of residents in West Ventura. Across both Woodland Hills and West Ventura, Black and Hispanic/Latino residents are obese at above average rates. Additionally, among residents participating in the community engagement process, obesity was one of the primary concerns and worries expressed. Several residents shared environmental factors that contribute to this health concern.

Economic Opportunity

Woodland Hills' CHNA identified low educational attainment and housing/homelessness as key issues in the community. These issues impact economic opportunity and the ability to live healthy lives.

Research has increasingly shown how strongly social and economic conditions determine population health and differences in health among subgroups, much more so than medical care. Housing insecurity is linked to several health outcomes, including poor mental health days, obesity, and higher smoking prevalence.

Economic opportunity is a health need locally, as marked by the percentage of residents who experienced housing insecurity at some point during the past year, which is higher than the national benchmark. These various housing factors are. Furthermore, economic opportunity, and the related aspects of increased housing prices, was reported as a major burden and cause for concern

by all individuals who participated in the community engagement process, as all individuals expressed the severe impact rising housing prices are having on residents.

The literature and research indicate that educational attainment, specifically fewer bachelor's degrees, is linked to poorer health outcomes compared to individuals who have obtained higher education (i.e. Bachelor's Degree or higher). Negative health outcomes linked to lower education level are: poor mental health days, ER heart attack visits, asthma prevalence, smoking prevalence, and pedestrian injuries. Given the wide reach of this social predictor, additional work needs to be done in order to help support the attainment of higher education. Subject matter experts interviewed during the community engagement processes highlighted several barriers in attaining higher education and how this has larger impacts on the long-term health of an individual.

Economic opportunity (education, housing, and employment) are social predictors that greatly impacts one's ability to lead a health life and if not addressed in the Implementation Strategy can exacerbate existing poor health outcomes in the community.

Mental Health

Poor mental health has become an ever-increasing concern and can have severely detrimental effects across all aspects of a person's life. The average suicide rate in the West Ventura area is 11.5 per 100,00 and in Woodland Hills it is 9 per 1000,000. Additionally, when looking at race/ethnicity groups that are most at risk of suicide, across both areas, Whites have above average suicide rates compared to other groups. Mental health has also been identified as a concern by local residents. Through the community engagement process, residents shared concerns about stress and anxiety and described the major impact these factors have on their daily lives. This health need 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.

B. Health Needs Not Addressed

While all the health needs prioritized in the 2019 Community Health Needs Assessment process are important to address, the implementation strategy planning process requires KFH-Woodland Hills to conduct a selection process based on critical criteria including health need severity, magnitude, inequity, and the extent to which KFH-Woodland Hills is in a position to meaningfully address the need. KFH-Woodland Hills plans to address all the needs identified in the CHNA: access to care and mental health are needs directly addressed through evidenced based and promising strategies and economic opportunity will be an overarching health need that includes educational attainment and housing/ homelessness. Similarly, the healthy eating, active living health need will address the root causes of obesity, cardiovascular disease, and diabetes.

V. 2020 Year-End Results for KFH-Woodland Hills and West Ventura County

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-Woodland Hills and West Ventura County

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-Woodland Hills and West Ventura County 2020 Year-End Community Benefit Expenditures

	2020
Medical Care Services for Vulnerable Populations	
Medi-Cal shortfall ¹	\$13,603,894
Charity care: Charitable Health Coverage Programs ²	\$6,634
Charity care: Medical Financial Assistance Program ³	\$6,360,994
Grants and donations for medical services ⁴	\$827,696
Subtotal	\$20,799,218
Other Benefits for Vulnerable Populations	
Grants and donations for community-based programs ⁷	\$842,026
Community Benefit administration and operations ⁸	\$339,167
Subtotal	\$1,181,193
Benefits for the Broader Community	
Community health education and promotion programs	\$64,299
Kaiser Permanente Educational Theatre ⁹	\$97,901
Community Giving Campaign administrative expenses	\$1,555
Grants and donations for the broader community ¹⁰	\$259,228
National board of directors fund	\$17,297
Subtotal	\$440,280
Health Research, Education and Training	
Graduate Medical Education	\$1,133,232
Non-MD provider education and training programs ¹¹	\$562,234
Grants and donations for health research, education, and training ¹²	\$121,372
Health research	\$418,415
Subtotal	\$2,235,253
Total Community Benefits Provided	\$24,655,944

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-Woodland Hills and West Ventura County 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-Woodland Hills 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-Woodland Hills and West Ventura County. 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-Woodland Hills and West Ventura County 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, which address specific health needs, Kaiser Permanente, Southern California implements additional community programs that address multiple health needs:

- 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 5 events in KFH-Woodland Hills communities, reaching 649 youth and 25 adults across 5 locations. In 2020, Educational Theater provided 6 events in KFH-West Ventura communities, reaching 1,623 youth and 64 adults across 4 locations.

Need	Summary of impact	Examples of impactful efforts
<p>Access to Care</p>	<p>During 2020, Kaiser Permanente paid 6 grants, totaling \$44,333 addressing this priority health need in the Woodland Hills and West Ventura County service areas. In addition, a portion of money managed by a donor advised fund at California Community Foundation was used to pay 14 grants, totaling \$305,366 that addresses this need.</p>	<p><u>Providing Affordable Healthcare</u> In 2020, KFH-Woodland Hills provided \$13,603,894 in medical care services to 18,849 Medi-Cal recipients (both health plan members and non-members) and \$6,360,994 in medical financial assistance (MFA) for 6,383 beneficiaries.</p>
		<p><u>Supporting Free Health Care Services to the Uninsured~*</u> 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 5 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>Supporting California’s Public Health Care System~</u> The California Health Care Safety Net Institute (SNI) supports public healthcare systems by informing policy, providing measurement expertise, and accelerating learning. SNI serves the 21 public healthcare systems who are form the core of California’s safety net. In 2020, Kaiser Permanente paid \$300,000 (split among 15 service areas) to SNI to:</p> <ul style="list-style-type: none"> • Strengthen member public health care systems performance measurement capacity so they can measure and ultimately improve the care they provide. • Improve population health by strengthening member public health care systems performance in statewide population health programs. • Prepare member public health care systems for the next phase of delivery system transformation programs and requirements that will be part of the Medi-Cal waiver program and CallAIM program in 2021.

Need	Summary of impact	Examples of impactful efforts
		<p><u>Advocating for Health Centers to Improve the Health of Vulnerable Populations~*</u> 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. <p><u>Advancing Health and Education Equity for Latinos in Ventura County</u> Westminster Free Clinic (WFC) WFC mobilizes over 425 volunteers—including medical professionals, community members and high school students—to deliver free services to over 10,000 individuals annually. Services include primary care, diagnostics, pharmaceuticals, dental and vision services, mental health, and case management. In 2020, Kaiser Permanente paid \$25,000 to WFC to support the following objectives:</p> <ul style="list-style-type: none"> • Provide access to health services for at least 10,000 working-poor uninsured individuals. • Provide free mental health services including individual and family counseling in-person and through telemedicine for at least 1,000 low-income uninsured individuals. • Enroll at least 170 high school students in its two-year Healthcare Career Pathways Program.

Need	Summary of impact	Examples of impactful efforts
<p>Economic Opportunity</p>	<p>During 2020, Kaiser Permanente paid 3 grants, totaling \$23,381 addressing this priority health need in the Woodland Hills and West Ventura County service areas. In addition, a portion of money managed by a donor advised fund at California Community Foundation was used to pay 13 grants, totaling \$1,121,954 that addresses this need.</p>	<p><u>Fortifying California’s Nutrition Safety Net~*</u> California Association of Food Banks (CAFB) works to ensure that all people in California have enough food to lead a healthy life. CAFB represents the 42 food banks and 6,000 local partners working to achieve its vision of a well-nourished California, particularly given the heightened food insecurity as a result of COVID-19. In 2020, Kaiser Permanente paid \$100,000 (split across 15 service areas) to CAFB to:</p> <ul style="list-style-type: none"> • Distribute a minimum of 175 million pounds of fresh produce and proteins through the Farm to Family Program mode. • Increase CalFresh enrollment rate from 72% to 75% by end of 2021. <p><u>Enhancing Safety Net Services in Southern California~*</u> Step Up on Second Street (SU) delivers compassionate support services to people experiencing serious mental health conditions and persons who are experiencing chronic homelessness. SU meets the complex needs of people experiencing homelessness in underserved areas of Los Angeles, Orange, San Bernardino and Riverside Counties at a time when the number of homeless is increasing. In 2020, Kaiser Permanente paid \$100,000 (split among 13 service areas) to SU as core support to:</p> <ul style="list-style-type: none"> • Sustain the organization through the unprecedented challenges of the COVID-19 pandemic. Kaiser Permanente's support helped SU with continuing to deliver on its mission to serve individuals experiencing mental health conditions and homelessness.

Need	Summary of impact	Examples of impactful efforts
		<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:</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. <hr/> <p><u>Promoting Leadership and Development Among Low-Income Youth</u> Future Leaders of America (FLA) provides leadership training, educational experiences, and promotes the personal development of youth and families living in the high need area of Oxnard, Ventura County. In 2020, Kaiser Permanente paid \$22,500 to:</p> <ul style="list-style-type: none"> • Recruit and train 70 low-income youth in Oxnard in leadership development • Host 2 Youth Leadership Conference that prepares students in public speaking, higher education, leadership, confidence, team bonding and advocacy. • Recruit at least 35 youth to join the youth-led advocacy and community organizing group: FLAMA (flame in Spanish). The youth-led group will advocate for a strong implementation of the A-G policy (college pre-requisite requirements) and advocate for support systems especially for Latino youth.

Need	Summary of impact	Examples of impactful efforts
		<p><u>Improving Economic Security and Health for Low-Income Women</u> Women's Economic Ventures (WEV) provides women with opportunities to be financially self-sufficient and to have the freedom and options that financial security offers. WEV provides training, consulting, and lending services to over 300 entrepreneurs annually in two languages and two counties. In 2020, Kaiser Permanente paid \$25,000 to:</p> <ul style="list-style-type: none"> • Provide free monthly financial literacy webinars for at least 140 women to improve participants' personal financial literacy and money management skills • Provide an estimated 150 hours of QuickBooks consulting and business financial coaching/training for 15 women to improve financial management skills. • Provide business training programs to at least 50 women to help participants create a business plan and successfully launch or grow their small business.
<p>Mental Health</p>	<p>During 2020, Kaiser Permanente paid 15 grants, totaling \$166,429 addressing this priority health need in the Woodland Hills and West Ventura County service areas. In addition, a portion of money managed by a donor advised fund at California Community Foundation was used to pay 5 grants,</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>totaling \$99,286 that addresses this need.</p>	<p><u>Driving Mental Health Policy~</u> The Steinberg Institute is dedicated to advancing public policy on mental health. The Steinberg Institute Workforce Project will partner with California legislators to develop a policy agenda focusing on the emerging, non-licensed, and licensed mental health workforce. In 2020, Kaiser Permanente paid \$300,000 (split among 15 service areas) to the Steinberg Institute to increase the prioritization and effectiveness of mental health services and policymaking in CA by:</p> <ul style="list-style-type: none"> • Engaging a minimum of 12 Southern Californian Legislators through the creation of a legislative behavioral health workforce workgroup to advance three pieces of legislation addressing the mental health workforce shortage • Engaging Californians via a media strategy that will include the publication of articles (print, social media, blogs), radio and potential press conferences linked to key events including the Governor’s signature on a mental health workforce bill or other significant turn of events within the workforce arena • Engaging the California Executive branch for the creation of a cross-governmental initiative made up of at least 3 state agencies and 12 public/private sector organizations <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

Need	Summary of impact	Examples of impactful efforts
		<p><u>Giving a Voice to Spanish Speakers</u></p> <p>The National Alliance on Mental Illness (NAMI) Ventura County provides emotional support, education and resources for families affected by mental illness. Through community collaboration and education, NAMI advocate for a life of quality and dignity—one without discrimination—for all people affected by this illness. In 2020, Kaiser Permanente paid \$15,000 to:</p> <ul style="list-style-type: none"> • Provide 2 sessions of “Family to Family” mental health classes in Spanish to at least 20 families in Santa Paula, Fillmore and Oxnard to at least 28 families • Develop and sustain two family support groups per month • Provide 2 Spanish sessions of “Community Cares and two Spanish sessions of “Family & Friends” to support parents and guardians of students at three high school and one middle school.
<p>Health Eating Active Living</p>		<p><u>Providing Food to Women, Infants and Children~*</u></p> <p>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 across fifteen 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>During 2020, Kaiser Permanente paid 2 grants, totaling \$20,238 addressing this priority health need in the Woodland Hills and West Ventura County service areas. In addition, a portion of money managed by a donor advised fund at California Community Foundation was used to pay 17 grants, totaling \$226,173 that addresses this need.</p>	<p><u>Fortifying California’s Nutrition Safety Net~*</u> California Association of Food Banks (CAFB) works to ensure that all people in California have enough food to lead a healthy life. CAFB represents the 42 food banks and 6,000 local partners working to achieve its vision of a well-nourished California, particularly given the heightened food insecurity as a result of COVID-19. In 2020, Kaiser Permanente paid \$100,000 (split across 15 service areas) to CAFB to:</p> <ul style="list-style-type: none"> • Distribute a minimum of 175 million pounds of fresh produce and proteins through the Farm to Family Program mode. • Increase CalFresh enrollment rate from 72% to 75% by end of 2021. <p><u>Accessing Food for a Healthy Life~*</u> Nourish CA works to improve the health and well-being of low-income Californians by increasing their access to nutritious, affordable food. It works with a broad coalition of organizations to increase participation in food security programs, particularly given the heightened food insecurity as a result of COVID-19. In 2020, Kaiser Permanente paid \$106,250 (split across fifteen service areas) to Nourish CA to:</p> <ul style="list-style-type: none"> • Enhance participation rates for federal food programs such as CalFresh, school meals and early childhood nutrition. • Share assessments and recommendations with stakeholders to support increased access to food. <p><u>Promoting Healthy Food in Schools:</u> California State University Northridge Foundation’s (CSUN) Marilyn Magaram Center enhance and promote health and well-being through research, education and services in food science, nutrition and dietetics. In 2020, Kaiser Permanente paid \$15,000 to CSUN to:</p> <ul style="list-style-type: none"> • Partner with the Child Development Institute to incorporate nutrition education, gardening, and regular exercise into the pre-school activities and curriculum. • Develop and implement food and beverage policies at 2 schools. • Provide healthy eating and physical activity education and CalFresh information and referrals at 2 schools.