



2019 Implementation Strategy Report

Kaiser Foundation Hospital: Downey Medical Center

License number: 930000078

Approved by Kaiser Foundation Hospitals Board of Director's Community Health Committee

March 18, 2020

Kaiser Permanente Southern California Region Community Health Implementation Strategy Report for KFH-Downey Medical Center

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I. General information

Contact Person:	Lana Peterson, Director, Public Affairs & Brand Communications
Date of written plan:	December 5, 2019
Date written plan was adopted by authorized governing body:	March 18, 2020
Date written plan was required to be adopted:	May 15, 2020
Authorized governing body that adopted the written plan:	Kaiser Foundation Hospitals Board of Directors' Community Health Committee
Was the written plan adopted by the authorized governing body on or before the 15 th day of the fifth month after the end of the taxable year the CHNA was completed?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Date facility's prior written plan was adopted by organization's governing body:	March 16, 2017
Name and EIN of hospital organization operating hospital facility:	Kaiser Foundation Hospitals, 94-1105628
Address of hospital organization:	One Kaiser Plaza, Oakland, CA 94612

II. About Kaiser Permanente (KP)

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 more than 12 million members in eight 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 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.

III. About Kaiser Permanente Community Health

For more than 70 years, Kaiser Permanente has provided 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 grant making to pair financial resources with medical research, physician expertise, and clinical practices. Our community health strategy focuses on three areas:

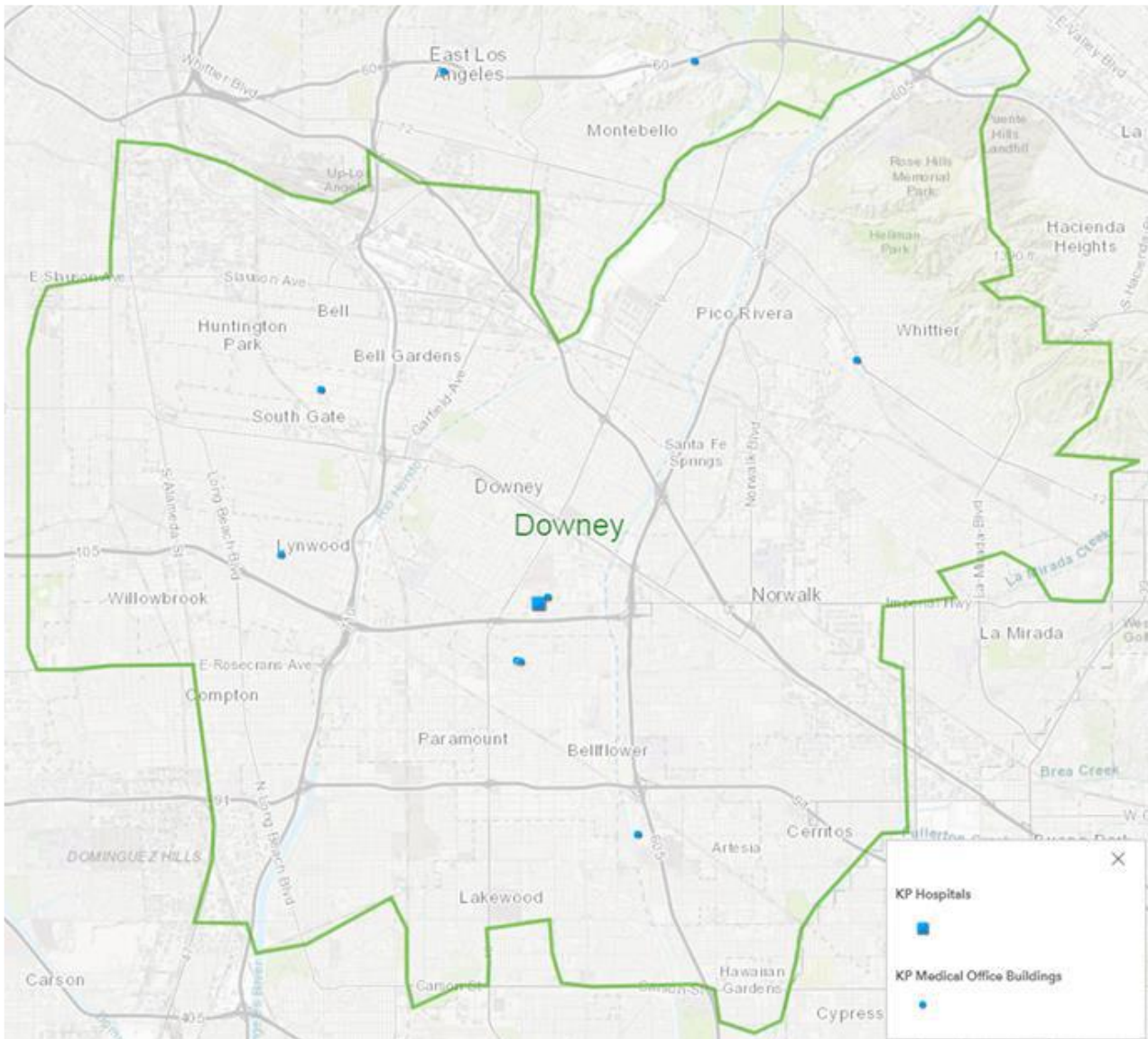
- Ensuring health access by providing individuals served at KP or by our safety net partners with integrated clinical and social services;
- Improving conditions for health and equity by engaging members, communities, and Kaiser Permanente's workforce and assets; and
- Advancing the future of community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

IV. Kaiser Foundation Hospitals – Downey Medical Center

A. Map of facility service area



B. Geographic description of the community served (towns, counties, and/or ZIP Codes)

The KFHD-Downey service area includes Artesia, Bell, Bell Gardens, Bellflower, Cerritos, Commerce, Compton, Cudahy, Downey, Florence-Graham, Hawaiian Gardens, Huntington Park, Lakewood, Lynwood, Maywood, North Long Beach, Norwalk, Paramount, Pico Rivera, Santa Fe Springs, South Gate, portions of South Los Angeles, Vernon, Watts, Whittier, and Willowbrook. The service area consists of portions of Service Planning Areas (SPAs) 6 and 7 in Los Angeles County.

C. Demographic profile of community served

The following table includes race, ethnicity, and additional socioeconomic data for the KFH-Downey 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.

Race/ethnicity		Socioeconomic data	
Total Population	1,512,831	Living in poverty (<100% Federal Poverty Level)	19.78%
Asian	7.33%	Children in poverty	28.75%
Black	7.50%	Unemployment	4.10%
Hispanic/Latino	73.81%	Adults with no high school diploma	33.60%
Native American/Alaska Native	0.21%	Uninsured population	18.64%
Pacific Islander/Native Hawaiian	0.30%		
Some other race	0.24%		
Multiple races	0.89%		
White	9.73%		

Source: American Community Survey, 2012-2016

V. Purpose of Implementation Strategy

This Implementation Strategy has been prepared in order to comply with federal tax law requirements set forth in Internal Revenue Code section 501(r) requiring hospital facilities owned and operated by an organization described in Code section 501(c)(3) to conduct a community health needs assessment at least once every three years and adopt an Implementation Strategy to meet the community health needs identified through the community health needs assessment.

This Implementation Strategy is intended to satisfy each of the applicable requirements set forth in final regulations released in December 2014. This implementation strategy describes KFH Downey Medical Center's planned response to the needs identified through the 2019 Community Health Needs Assessment (CHNA) process. For information about KFH-Downey Medical Center's 2019 CHNA process and for a copy of the report please visit www.kp.org/chna.

List of Community Health Needs Identified in 2019 CHNA Report

Below is the list of health needs identified for the KFH-Downey Medical Center service area through the 2019 Community Health Needs Assessment process:

1. Access to Care
2. Education and Employment
3. Food Security
4. Housing and Homelessness
5. Mental Health

VI. Who was involved in the Implementation Strategy development

A. Partner organizations

These partner organizations collaborated in developing the Implementation Strategy plan. These partners represent multiple sub-populations in the community and were able to provide multiple perspectives on developing a strategy to address health needs.

- Connecting the Dots Coalition
- Health Action Lab Food Security Coalition
- Kingdom Causes
- PIH Health
- Saving Black Boys
- SPA 7 Chronic Disease Coalition

B. Community engagement strategy

While not required by Federal CHNA regulations, Kaiser Permanente requires all KFH facilities developing Implementation Strategy plans to elicit community input throughout the plan development process. Community member and stakeholder engagement in the Implementation Strategy development process is intended to enable:

- KFH facilities to develop a deeper understanding of community perspective in developing Implementation Strategies, allowing opportunities for increased collaboration, potential impact, and sustainability.

- Opportunities to engage community members beyond organizations and leaders with whom facilities may typically collaborate.
- Transparency throughout the Implementation Strategy development process.
- Opportunities to inform community leaders about Kaiser Permanente’s unique structure and resources to effectively foster meaningful partnerships.

Internal stakeholders and external community partners provided worthwhile input that validated the selected priority needs and offered suggested strategies and available resources. Stakeholders identified barriers experienced by community residents, which provided good insight into the proposed Implementation Strategy. Furthermore, the conversations generated ideas for collaborative efforts to address the priority needs.

The table below details the KP stakeholders and community organizations that KFH-Downey Medical Center engaged for the Implementation Strategy process. From June to August 2019, KFH-Downey Medical Center used a variety of methods for data collection.

	Method of Data Collection	Job Title/Organization	Number of People	Notes on Input
KP Stakeholders				
1	Round table discussion	Community Health Oversight Committee	5	Confirmation of priority health needs and recommended strategies to address the priorities.
2	Key Informant Interview	Medical Center Administrative Team	3	Recommended staff to champion mental health and food security priorities.
Community Organizations				
3	Community conversation	SPA 7 Chronic Disease Coalition	7	Input on access to care strategies.
4	Community conversation	Kingdom Causes, Connecting the Dots Coalition	48	Identification of needs of Bellflower residents. Input on mental health care strategies.
5	Community conversation	SPA 7 Food Security Coalition	12	Input on food insecurity strategies.
6	Community conversation	Saving Black Boys, Watts Counseling and Learning Center	2	Input on educational needs of Compton youth. Identification of needs of African American residents.
7	Roundtable discussion	PIH Health Community Benefit Team	3	Identification of opportunities to collaborate on priority health needs strategies.

C. Consultant used

Biel Consulting, Inc. was contracted to conduct the Implementation Strategy for KFH-Downey Medical Center. Biel Consulting, Inc. is a specialist in the field of community benefit for nonprofit hospitals. Dr. Melissa Biel has over 24 years of experience conducting hospital Community Health Needs Assessments and Implementation Strategies.

VII. Health needs that KFH Downey Medical Center plans to address

A. Process and criteria used

Before beginning the Implementation Strategy health need prioritization process, KFH-Downey Medical Center chose a set of criteria to use in selecting the list of health needs including the severity and magnitude of the need, the extent to which disparities in the need exist across race or place, and the extent which Kaiser Permanente is positioned to meaningfully contribute to addressing the need (e.g. relevant expertise, existing commitments to meet community health needs, unique business assets, etc.). The extent to which community voices spoke to the urgency of the health need through the CHNA and the existence of other community resources dedicated to the need were important additional criteria in making final health need selections. Definitions for criteria used in the health need selection process are presented below:

Severity of need: This refers to how severe the health need is (such as its potential to cause death or disability) and its degree of poor performance against the relevant benchmark.

Magnitude/scale of the need: The magnitude refers to the number of people affected by the health need.

Clear disparities or inequities: This refers to differences in health outcomes by subgroups. Subgroups may be based on geography, languages, ethnicity, culture, citizenship status, economic status, sexual orientation, age, gender, or others.

Leveraging KP Assets: KP can make a meaningful contribution to addressing the need because of its relevant expertise, existing strategies, and/or unique business assets as an integrated health system, and because of an organizational commitment to improving community health.

The Implementation Strategy Executive Team (ISET) met on June 3, 2019 to review and discuss the identified health needs. They reviewed the measurement criteria to identify health needs and assisted in selection of priority areas. Each of the identified health needs were analyzed and rated according to the criteria of severity, magnitude, disparities, and available assets.

All health needs identified in the CHNA are significant issues within the service area. The application of the criteria brought to light the disparities faced by vulnerable populations. In considering the health needs to select, the committee considered the KFH capacities, initiatives, and programs that may be available for addressing priority needs, and identified additional assets and local strategies for addressing the priority health needs.

Based on the selection criteria, the ISET discussed and approved the community needs that KFH-Downey Medical Center will address as part of its Implementation Strategy. These needs were

presented to the Community Health Oversight Committee for further discussion of strategies and identification of available internal and external resources to address the needs.

B. Health needs that KFH-Downey Medical Center plans to address

As a result of the application of criteria and stakeholder input, the following health needs were identified that KFH-Downey Medical Center plans to address in the Implementation Strategy:

- Access to Care
- Economic Security
 - Education and Employment
 - Food Security
 - Housing and Homelessness
- Mental Health

Access to Care

Access to health care greatly impacts one's physical, mental, and social health and overall quality of life. This issue of access is comprised of many factors, including but not limited to affordability, treatment by health care professionals, ability to navigate the system, and availability of services. Indicators such as rates of uninsured and utilization of various types of care help to gauge accessibility of health care within communities. In the KFH-Downey Medical Center service area, racial/ethnic disparities among the uninsured population greatly impact people of color, particularly Native American/Alaskan Native and Hispanic/Latino residents. Community input sessions shed light on growing concerns and fears of accessing care due to immigration laws. Kaiser Permanente exists to provide high-quality, affordable health care services; therefore, access to care was selected as a priority need to be addressed in the Implementation Strategy. Effective interventions exist to improve access to care and increased access has the potential to solve multiple problems associated with lack of health care.

Economic Security

Education and Employment. Education and employment are interrelated and together impact a person's socioeconomic status. A growing body of evidence demonstrates the advantages afforded those with more education and better employment, such as more resources to support healthy habits, reduced stress, stronger social and psychological skills, and larger social networks. Conversely, individuals with less education, who are unemployed or underemployed, are more likely to have less access to food, health care, and other community resources. They also have fewer choices when it comes to their environment; often not being able to choose safer neighborhoods or neighborhoods with less exposure to environmental toxins. Using high school graduation rates as an indicator, the KFH-Downey Medical Center service area experiences higher rates of individuals with no high school diploma, as compared to regional and state rates (33.6% vs. 19.6% and 17.9%, respectively). These findings were underscored by themes from community input sessions, highlighting challenges community residents face to graduate high school and find adequate employment. Higher education levels result in better employment and employment routinely provides access to health insurance; therefore, education and employment were selected as priority needs to be addressed in the Implementation Strategy. Education and employment are

foundational to improved health care outcomes. And lack of education and employment opportunities tend to negatively impact communities of color.

Food Security. Food is an integral part of one's health, as research has demonstrated the link between health and diet. Low income communities struggle with having enough to eat as well as accessing healthy food options. Research has shown that individuals experiencing food insecurity, or those not able to afford enough to eat, have increased risk for obesity and higher rates of chronic disease. In the KFH-Downey service area, SPA 6 and 7 have the second highest rates of food insecurity in southern California (CHIS 2015). During community input sessions, participants highlighted barriers to accessing food resources, including fear of deportation. Community residents frequently consume diets high in calories, refined foods, and unhealthy fats. Leading causes of death (cancer, cardiovascular disease and diabetes) can be directly linked to food. Increasing access to convenient and affordable healthy foods is an effective way to impact the social and environmental determinants that are the primary drivers of health. Therefore, food security was selected as a priority need to be addressed in the Implementation Strategy.

Housing and Homelessness. The cost of housing continues to be a large financial burden particularly for low income families. In Los Angeles County, it has been estimated that renters need to earn \$46.15 per hour to afford the median monthly rent. This is more than four times the local minimum wage. Low-income renters can spend up to 71% of their income on rent, leaving little for health care bills, food, and transportation. The current demand for affordable housing exceeds existing inventory, with a gap of 500,000 homes. In the KFH-Downey Medical Center service area, the rates of homelessness continue to increase, with African American and Hispanics/Latinos experiencing high rates of homelessness. These disparities were highlighted during community input sessions. Safe, adequate and affordable housing is a social determinant of health; therefore, housing and homelessness were selected as priority needs to be addressed in the Implementation Strategy. Affordable housing is a powerful health intervention that positively impacts the health of entire communities and improves overall health equity.

Mental Health

Poor mental health is a leading cause of disability, which can greatly impact one's physical health. A growing body of evidence demonstrates a strong association between poor mental health and chronic conditions, such as cardiovascular disease, diabetes, asthma, and some cancers. Within the KFH-Downey Medical Center service area, residents experience 3.7 poor mental health days per month, similar to state and regional averages of 3.65 and 3.69. Community input participants shared stories about experiencing high rates of violence and social inequities in the community and the impact on mental health. There are increasing rates of mental health disorders and a lack of sufficient and affordable mental health resources in the KFH-Downey Medical Center service area. The community has prioritized mental health over other health needs and early intervention has the potential to solve additional problems (e.g. substance use, homelessness, community violence). Therefore, mental health was selected as a priority need to be addressed in the Implementation Strategy.

VIII. KFH-Downey Medical Center's Implementation Strategy

A. About Kaiser Permanente's Implementation Strategies

As part of the Kaiser Permanente integrated health system, KFH-Downey Medical Center has a long history of working internally with Kaiser Foundation Health Plan, the Southern California Permanente Medical Group, and other Kaiser Foundation Hospitals, as well as externally with multiple stakeholders, to identify, develop and implement strategies to address the health needs in the community. These strategies are developed so that they:

- Are available broadly to the public and serve low-income individuals
- Are informed by evidence
- Reduce geographic, financial, or cultural barriers to accessing health services, and if they ceased would result in access problems
- Address federal, state, or local public health priorities
- Leverage or enhance public health department activities
- Advance increased general knowledge through education or research that benefits the public
- Otherwise would *not* become the responsibility of government or another tax-exempt organization

KFH-Downey Medical Center is committed to enhancing its understanding about how best to develop and implement effective strategies to address community health needs and recognizes that good health outcomes cannot be achieved without joint planning and partnerships with community stakeholders and leaders. As such, KFH-Downey Medical Center welcomes future opportunities to enhance its strategic plans by relying on and building upon the strong community partnerships it currently has in place.

KFH-Downey Medical Center will draw on a broad array of strategies and organizational resources to improve the health of vulnerable populations within our communities, such as grant making, leveraged assets, collaborations and partnerships, as well as several internal KFH programs. The goals, strategic priorities, strategies (including examples of interventions), and expected outcomes are described below for each selected health need.

B. 2019 Implementation Strategies by selected health need

Health Need #1: Access to Care

Long Term Goal	All community members have access to high quality health care services in a coordinated delivery system.
Strategic Priorities (Intermediate Goals)	<ol style="list-style-type: none">1. Increase coverage, access, and utilization of health care services for populations that are underserved, uninsured, and/or underinsured.2. Improve the capacity of health care systems to provide quality health care, including interventions to address the social determinants of health.
Strategies and Sample	1.1 Provide access and comprehensive health care to low-income individuals and families who do not have access to public or private health coverage.

Interventions	<ul style="list-style-type: none"> • The Kaiser Permanente Medicaid program provides high-quality medical care services to Medicaid eligible participants who would otherwise struggle to access care. • The Kaiser Permanente Medical Financial Assistance program provides temporary financial assistance to low-income individuals who receive care at Kaiser Permanente facilities and who can't afford medical expenses and/or cost sharing. • The Kaiser Permanente Charitable Health Coverage program provides access to comprehensive health care to low-income individuals and families who do not have access to public or private health coverage. <p>1.2 Support access to care for community residents through collaboration among community clinics, clinic networks and other safety net providers.</p> <ul style="list-style-type: none"> • With support of grant funding, Regional Associations of California (Essential Access Health) strengthen the capacity of California's community clinics and health centers and to advance local health delivery system transformation through statewide policy. <p>2.1 Design, pilot and implement systems for screening community members with social (non-medical) needs and refer to community-based programs.</p> <ul style="list-style-type: none"> • The Kaiser Permanente Thrive Local initiative integrates the social determinants of health into ongoing care plans by screening and connecting low-income individuals and families to community and government resources.
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Expected Outcomes	<p>KP aims to achieve its strategic priorities through interventions, that if successfully implemented, could result in a set of expected outcomes, such as:</p> <ul style="list-style-type: none"> • Sustained and/or enhanced availability of services and financial resources to support coverage and access to quality healthcare for uninsured and underinsured community members. • Improved healthcare provider capacity to screen their members and patients for non-medical social needs. • Improved referral and coordination between healthcare and community-based providers to address the social needs of communities.
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Health Need #2: Economic Opportunity

Long Term Goal	All community members experience improved economic security and access to social services, including affordable housing, educational attainment, training and employment, and healthy foods.
Strategic Priorities (Intermediate Goals)	<ol style="list-style-type: none"> 1. Reduce food insecurity in the community and improve access to healthy foods. 2. Preserve and improve the availability of affordable housing and improve care coordination to serve individuals experiencing homelessness and to prevent displacement.

Strategies and Sample Interventions	<p>3. Improve educational attainment and employment opportunities.</p> <p>1.1 Design, pilot and implement programs and systems for promoting, screening and/or enrolling community members in food benefit programs.</p> <ul style="list-style-type: none"> • The Kaiser Permanente Food for Life initiative delivers a multi-pronged approach to improve food security, such as the CalFresh enrollment campaign which utilizes multi-modal outreach to increase CalFresh enrollment for eligible community members. • With support of grant funding, the California Food Policy Advocates increase access to food sources for underserved community members by increasing the number of households and individuals that are enrolled in CalFresh and supporting the acceptance of this benefit among food relators. <p>1.2 Support programs that procure, recover and/or redistribute food to food insecure communities.</p> <ul style="list-style-type: none"> • The Kaiser Permanente Food Recovery and Food Redistribution program envision foodservices as the source of nutritious meals for patients, staff and the broader community by distributing food to food insecure communities. • With support of grant funding, the California Association of Food Banks Farm to Family utilizes advocacy and outreach efforts to procure and provide fresh produce to food banks serving individuals and families who are food insecure.
	<p>2.1 Enhance the infrastructure and capacity of service providers to serve individuals at risk or experiencing homelessness.</p> <ul style="list-style-type: none"> • With support of grant funding, the Los Angeles Christian Health Center is partnering with the Skid Row Housing Trust to develop the Joshua House Health center, which is placed in a permanent and supportive housing complex to serve the health needs of residents with chronic illness. • With the support of grant funding, Step Up on Second Street’s safety net services focus on permanent supportive housing, vocational training and placement, and supportive services for individuals experiencing mental health conditions and homelessness <p>2.2 Support and participate in collaboratives that support coordination and funding of resources (such as health services and housing) for individuals at risk or experiencing homelessness.</p> <ul style="list-style-type: none"> • Kaiser Permanente, Southern California is a key partner in the United Way Funder’s Collaborative (Home for Good), which brings together stakeholders, funders, and leaders all working to address housing affordability and homelessness. The collaborative was a key contributor to the development of the county’s Coordinated Entry System (CES) lead agencies that connect homeless individuals to services.

<p>3.1 Support the long-term economic vitality of communities through procurement, hiring and workforce development, and/or small business development impact investing.</p> <ul style="list-style-type: none"> • The Kaiser Permanente Social Enterprises strategy provides competitive, revenue-generating businesses with the social mission to hire and provide training to people who are striving to overcome employment barriers, including homelessness, incarceration, substance abuse, mental illness, and limited education. • The Kaiser Permanente, High Impact Hiring is a talent-sourcing strategy that aligns business needs with positive community impact. High Impact Hiring creates career opportunities for people with employment barriers, focusing on specific populations of disadvantaged people or specific geographic areas. <p>3.2 Support educational attainment and pathway programs for youth focused on increasing high school graduation rates, college readiness, preparation for careers in Science, Technology, Engineering, and Mathematics (STEM), or health care workforce training.</p> <ul style="list-style-type: none"> • Through grant funding, support community organizations that provide career pathway programs and improve educational opportunities for minority youth.
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<p>Expected Outcomes</p>	<p>KP aims to achieve its strategic priorities through interventions, that if successfully implemented, could result in a set of expected outcomes, such as:</p> <ul style="list-style-type: none"> • Increased number of community members screened for food insecurity and enrolled in food benefit programs. • Improved availability of free and healthy food for food insecure individuals and families. • Improved coordination of housing resources and services for individuals experiencing and/or at risk of homelessness. • Improved employment opportunities for hard to hire community members.
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Health Need #3: Mental Health

<p>Long Term Goal</p>	<p>All community members have optimal levels of mental health and well-being through improved equitable access to evidence-based, high quality, appropriate care and reduced effects of stigma.</p>
<p>Strategic Priorities (Intermediate Goals)</p>	<ol style="list-style-type: none"> 1. Improve access and connection to mental health care in clinical and community settings. 2. Reduce mental health stigma and improve knowledge, capacity and resilience in individuals, communities, and organizations.

Strategies and Sample Interventions	<p>1.1 Support the infrastructure and capacity building of community organizations and clinics to improve access to quality mental health care.</p> <ul style="list-style-type: none"> • Through grant funding, support community organizations that provide mental health care and supportive services. <p>2.1 Support efforts to improve the community and social support system's knowledge, attitudes, beliefs and perceptions about mental health, trauma and resilience.</p> <ul style="list-style-type: none"> • Implement the Public Good Projects' Action Minded campaign, a digital community health intervention using education, social engagement and multi-media tools to engage the general public, issue-advocates and community partners in reducing stigma toward mental health conditions.
Expected Outcomes	<p>KP aims to achieve its strategic priorities through interventions, that if successfully implemented, could result in a set of expected outcomes, such as:</p> <ul style="list-style-type: none"> • Enhanced capacity in clinical and community-based settings to address community mental health needs. • Improved understanding of and attitudes toward mental health care among individuals and organizations.

C. Our commitment to community health

At Kaiser Permanente, our scale and permanence in communities mean we have the resources and relationships to make a real impact, and wherever possible, our regions and facilities collaborate with each other and with key institutions in our communities, such as schools, health departments, and city/county governments to create greater impact. The CHNA/IS process presents the opportunity to reinforce and scale national and regional strategies to address health needs that impact all of our communities, even if those health needs are not prioritized locally. The following strategies illustrate the types of organizational business practices as well as regional efforts that we implement to address multiple health needs and contribute to overall community health and well-being:

- **Reduce our negative environmental impacts and contribute to health at every opportunity.** We have optimized the ways in which we manage our buildings; purchase food, medical supplies and equipment; serve our members; consume energy; and process waste. The following strategies illustrate several of our practices that enable us to operate effectively while creating a healthier environment for everyone. Our Environmentally Preferable Purchasing Standard prioritizes the procurement of products with fewer chemicals of concern and less resource intensity, thus encouraging suppliers to increase the availability of healthier products. We are building renewable energy programs into our operations, with plans to be carbon neutral in 2020. We recognize that mitigating the impacts of climate change and pollution is a collective effort, and we are therefore proud to work with like-minded organizations and individuals, including the United Nations, Health Care Without Harm, government entities, as well as other influencers that advocate for environmental stewardship in the health care industry and beyond.

- **Deploy research expertise to conduct, publish, and disseminate epidemiological and health services research.** Conducting high-quality health research and disseminating its findings increases awareness of the changing health needs of diverse communities, addresses health disparities, and improves effective health care delivery and health outcomes in diverse populations disproportionately impacted by health disparities. Kaiser Permanente’s Department of Research and Evaluation, 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.
- **Implement healthy food policies to address obesity/overweight,** such as purchasing sustainable, locally produced fruits and vegetables; supporting local restaurants and caterers that meet KP’s Healthy Picks and to make more available healthier food options in our communities; and supporting vendors that hire under/unemployed residents (with living wages and benefits) in the food production/distribution process. We also partner with school districts and city governments to support them in adopting and implementing healthy food procurement policies.
- **Contribute toward workforce development, supplier diversity, and affordable housing to address economic security.** We support supplier diversity by implementing policies and standards to procure supplies and services from a diverse set of providers; working with vendors to support sub-contracting with diverse suppliers; partnering with community-based workforce development programs to support a pipeline for diverse suppliers; and building the capacity of local small businesses through training on business fundamentals. We also seek to reduce homelessness and increase the supply of affordable housing by strengthening systems to end homelessness and shaping policies to preserve and stimulate the supply of affordable housing.
- **Support community members directly through ongoing engagement and direct services.** The Kaiser Permanente Educational Theater (KPET) uses live theatre, music, comedy, and drama to inspire children, teens, and adults to make healthier choices and better decisions about their well-being around topics such as: reading and literacy, conflict management, healthy eating and active living, bullying, and sexually transmitted infections. KPET is provided free of charge to schools and the general community. 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 for low-income, inner-city families in South Central Los Angeles. Kaiser Permanente Health Plan membership is not required to receive these services and all services are offered in both English and Spanish.

IX. Evaluation plans

Kaiser Permanente has a comprehensive measurement strategy for Community Health. Our vision at Kaiser Permanente is for our communities to be the healthiest in the nation. To that end, we are committed to pursuing a deep and rigorous understanding of the impact of our community health efforts. We monitor the health status of our communities and track the impact of our many initiatives on an ongoing basis. And we use our measurement and evaluation data, and information gathered through our Community Health Needs Assessments, to improve the effectiveness of our work and demonstrate our impact. The Community Health Needs Assessments can help inform our

comprehensive community health strategy and can help highlight areas where a particular focus is needed and support discussions about strategies aimed at addressing those health needs.

In addition, KFH-Downey will monitor and evaluate the strategies listed above for the purpose of tracking the implementation and documenting the impact of those strategies in addressing selected CHNA health needs. Tracking metrics for each prioritized health need include the number of grants made, the number of dollars spent, the number of people reached/served, collaborations and partnerships, and metrics specific to KFH leveraged assets. In addition, KFH-Downey tracks outcomes, including behavior and health outcomes, as appropriate and where available.

X. Health needs KFH-Downey Medical Center does not intend to address

The Implementation Strategy planning process requires KFH-Downey Medical Center to conduct a health needs selection process based on critical criteria including, health need severity, magnitude, inequity, and the extent to which KFH-Downey Medical Center is in a position to meaningfully address the need (see Section VII.A for a full description of selection criteria). As a result of this process, KFH-Downey Medical Center will take action to address all of the priority health needs outlined in Section VII.B. There are no priority health needs that the hospital does not intend to address.