



WOODLAND HILLS

Kaiser Foundation Hospital – Southern California Region



2019 COMMUNITY BENEFIT YEAR-END REPORT AND 2017-2019 COMMUNITY BENEFIT PLAN

Submitted to the Office of Statewide Health Planning and Development in compliance with Senate Bill 697, California Health and Safety Code Section 127350.

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 2019 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, 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 2019, Kaiser Foundation Hospitals in Northern and Southern California Regions provided a total of \$1,439,765,145 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 2019 (Endnotes on following page.)

Medical Care Services for Vulnerable Populations	
Medi-Cal shortfall ¹	\$618,814,234
Charity care: Charitable Health Coverage Programs ²	\$257,894
Charity care: Medical Financial Assistance Program ³	\$282,502,318
Grants and donations for medical services ⁴	\$218,070,775
Subtotal	\$1,119,645,221
Other Benefits for Vulnerable Populations	
Watts Counseling and Learning Center ⁵	\$3,158,972
Educational Outreach Program	\$953,512
Youth Employment programs ⁶	\$3,564,302
Grants and donations for community-based programs ⁷	\$133,179,218
Community Benefit administration and operations ⁸	\$25,624,463
Subtotal	\$166,480,466
Benefits for the Broader Community⁹	
Community health education and promotion programs	\$1,112,480
Kaiser Permanente Educational Theatre	\$5,974,079
Community Giving Campaign administrative expenses	\$829,290
Grants and donations for the broader community ¹⁰	\$671,153
National board of directors fund	\$742,767
Subtotal	\$9,329,769
Health Research, Education, and Training	
Graduate Medical Education	\$87,840,700
Non-MD provider education and training programs ¹¹	\$25,255,180
Grants and donations for the education of health care professionals ¹²	\$436,011
Health research	\$30,777,798
Subtotal	\$144,309,689
TOTAL COMMUNITY BENEFITS PROVIDED	\$1,439,765,145

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 2019

NORTHERN CALIFORNIA HOSPITALS		SOUTHERN CALIFORNIA HOSPITALS	
Antioch	\$35,768,656	Anaheim	\$41,728,249
Fremont	\$22,508,271	Baldwin Park	\$37,388,708
Fresno	\$24,990,841	Downey	\$50,333,791
Manteca	\$38,529,039	Fontana	\$72,058,825
Modesto	\$22,587,451	Irvine	\$18,035,249
Oakland	\$62,195,446	Los Angeles	\$59,387,017
Redwood City	\$23,440,689	Moreno Valley	\$15,967,219
Richmond	\$45,731,685	Ontario	\$25,273,294
Roseville	\$53,868,961	Panorama City	\$46,014,300
Sacramento	\$88,401,308	Riverside	\$41,883,128
San Francisco	\$49,037,146	San Diego	\$61,354,560
San Jose	\$34,701,054	South Bay	\$35,132,387
San Leandro	\$42,644,714	West Los Angeles	\$45,513,316
San Rafael	\$23,415,220	Woodland Hills	\$29,875,524
Santa Clara	\$51,337,799		
Santa Rosa	\$42,526,681		
South Sacramento	\$66,121,388		
South San Francisco	\$24,953,097		
Vacaville	\$31,496,130		
Vallejo	\$43,610,238		
Walnut Creek	\$31,953,764		
Northern California Total	\$859,819,578	Southern California Total	\$579,945,569

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

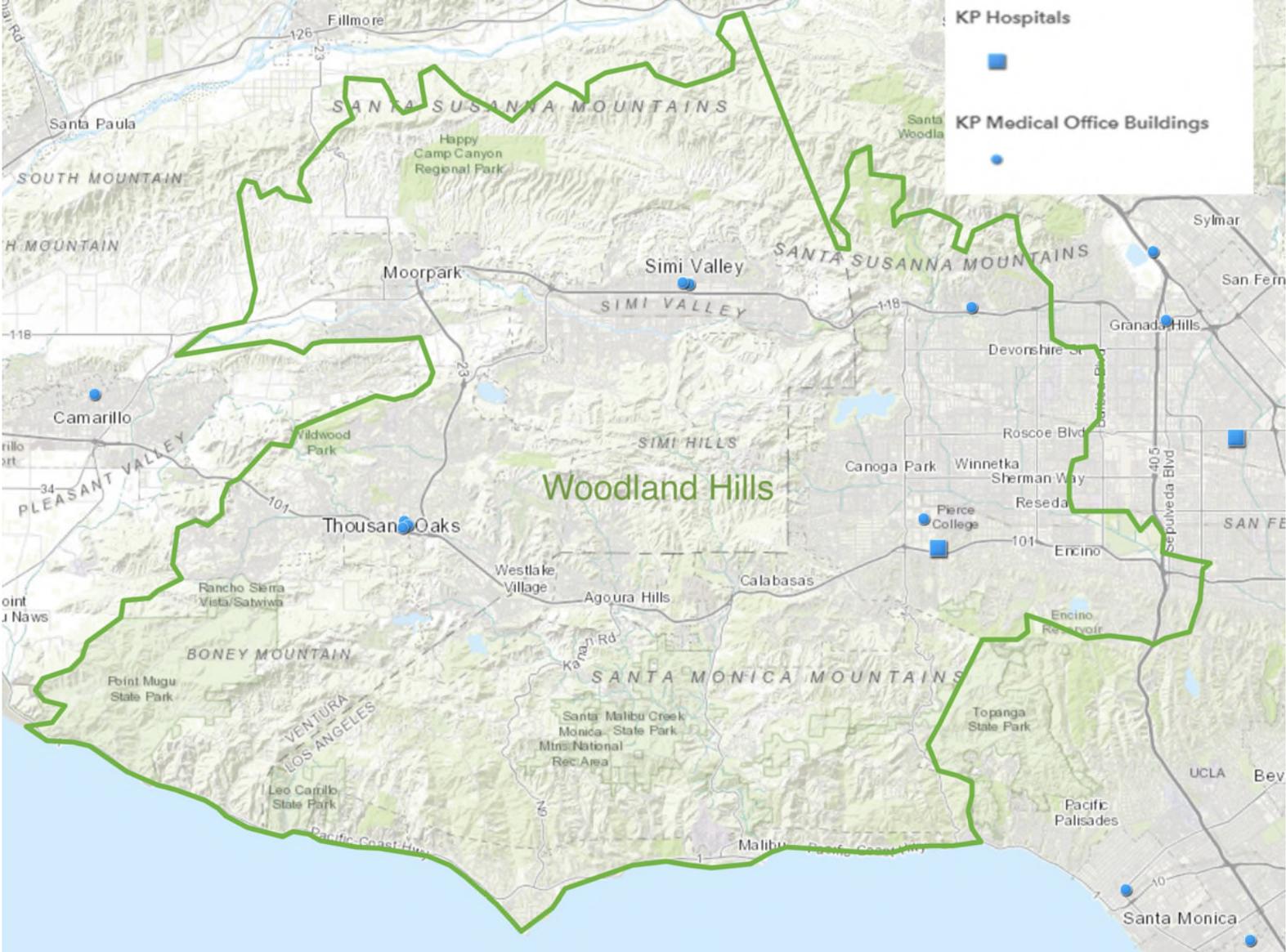
A. Kaiser Permanente's Definition of Community Served

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. 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



C. 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, 2018; ACS 5-year estimates, 2013-2017; Bureau of Labor Statistics, 2018]

KFH-Woodland Hills Service Area Demographics

Race/Ethnicity		Socioeconomic	
Total Population	949,720	Living in Poverty (<100% Federal Poverty Level)	9.8%
Asian/Pacific Islander	12.47%	Children in Poverty	11.1%
Black	2.84%	Unemployment	4.7%
Hispanic/Latino	26.29%	Uninsured Population	8.6%
Native American/Alaska Native	0.18%	Adults with No High School Diploma	10.9%
Some Other Race	0.23%		
Multiple Races	3.42%		
White	54.56%		

West Ventura County Service Area Demographics

Race/Ethnicity		Socioeconomic	
Total Population	515,125	Living in Poverty (<100% Federal Poverty Level)	13.1%
Asian/Pacific Islander	6.07%	Children in Poverty	17.6%
Black	1.91%	Unemployment	3.9%
Hispanic/Latino	56.81%	Uninsured Population	13.5%
Native American/Alaska Native	0.31%	Adults with No High School Diploma	23.4%
Some Other Race	0.13%		
Multiple Races	2.13%		
White	32.64%		

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 2017-2019 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 2017-2019 Implementation Strategy Report at: <http://www.kp.org/chna>.

A. Health Needs Addressed

a. Access to Care

The ability to access medical care is a complex construct that includes factors such as the presence of health insurance, the affordability of seeking treatment, and the availability of providers who can provide treatment, among other accessibility issues. In the KFH-Woodland Hills service area, the absence of health insurance and lack of access to primary care providers are significant barriers to accessing health care. Though only 8.53% of non-Hispanic Whites are uninsured, all other race/ethnic groups face significantly higher rates of being uninsured. In particular, lack of health insurance is highest among Native Hawaiian/Pacific Islanders (39.98%), other races alone (32.97%), and Hispanic/Latinos (27.92%). Furthermore, there are fewer primary care providers per 100,000 population in the KFH-Woodland Hills service area (72.5) than in California (77.25). Additionally, more adults in the KFH-Woodland Hills service area (16.10%) report lacking a consistent primary care provider than in the state (14.30%), with the greatest lack of consistent primary care among Hispanics/Latinos (23.03%). This health need was chosen as it was prioritized by community members in the CHNA, and as KFH-Woodland Hills has a wealth of existing partnerships that can help attend to this issue.

b. Economic Security

Economic security is the condition of having stable income or other resources to support a standard of living now and in the foreseeable future. It is a primary social determinant of health, as economic insecurity has been linked to increased risk of chronic disease, mental health problems, deprived child development, and premature death. Indicators of economic security include rates of poverty, unemployment, lack of education, low income, housing instability, and public program utilization. In the KFH-Woodland Hills service area, unemployment and housing issues present significant barriers to economic security. The unemployment rate is higher than it is nationwide (7.3% versus 6.1%), and 48.32% of households in this service area (versus 35.47% nationally) report housing costs exceeding 30% of total household income. Moreover, the rate of HUD (U.S. Department of Housing and Urban Development)-funded assistance housing units available to eligible renters is only 402 units per 10,000 total households in the service area (versus 1399 and 1468 per 10,000 total households in the state and nationwide). This health need was further selected, as it received a high priority ranking in the CHNA, and KFH-Woodland Hills has many existing partnerships that can be used to address this issue.

c. Mental and Behavioral Health

Mental and behavioral health is the state of well-being in which every individual realizes his or her own potential, can cope with normal stresses of life, and is able to contribute to his or her community. Mental health includes not only the absence of negative mental health states (e.g., anxiety, depression, etc.) but also the presence of positive mental health states (e.g., satisfaction, self-worth, etc.). Mental and behavioral health issues are closely related to other issues such as smoking, and alcohol and substance abuse and dependence. Indicators of mental health in the KFH-Woodland Hills service area include the racial/ethnic disparities evidenced in suicide rates and in the need for professional health care, as well as

the high prevalence of liquor stores. Although the suicide rate in the area meets the Healthy People 2020 benchmark overall, the suicide rate for non-Hispanic Whites is significantly worse than the benchmark, and is over two fold greater than for any other race/ethnic group in the area (13.31 suicides per 100,000). Additionally, 16.35% of individuals in the service area reported that there was a time during the past 12 months when they felt that they might need to see a professional because of problems with their mental health, emotions, nerves, or use of alcohol or drugs (relative to 14.30% in the state), with Non-Hispanic Blacks (20.12%) and non-Hispanic Whites (17.78%) reporting the highest need for mental health care.

d. Obesity/HEAL/Diabetes

Unhealthy weight, physical inactivity, and poor eating habits all contribute to the risk of developing Type II diabetes. If untreated, diabetes can result in serious and potentially fatal health complications that include heart disease, blindness, kidney failure, and amputation of the legs. Though lower than the national rate, the prevalence of diabetes in KFH-Woodland Hills has increased since 2013. Specific challenges to healthy eating and active living (HEAL) in the area include the nutrition and physical environment, and specifically, a high proportion of fast food restaurants, long daily commutes to work, and lack of walkability for transit. Identified drivers for diabetes in the service area are physical inactivity among adults and high access to liquor stores. Additionally, the percentage of adults who consume excess alcohol is higher in Ventura County than in the state. This health need was selected as community members prioritized diabetes as a health need in the CHNA, and because of the number of KFH-Woodland Hills' existing resources that can help address this issue.

B. Health Needs Not Addressed

While all the health needs prioritized in the Community Health Needs Assessment are important to address, the implementation strategy planning process requires hospitals to select health needs to address based on critical criteria including health need severity, magnitude, inequity, and the extent to which the hospital is in a position to meaningfully address the need. The health needs below were identified in the hospital CHNA but are not part of the hospital implementation strategy plan.

1. Cancers
2. Heart Disease and Stroke
3. Substance Use and Abuse
4. Dental Health
5. Affordable Housing and Homelessness

Cancers and Heart Disease and Stroke were not selected as they did not meet the criteria for high need. Additionally, though not selected as individual health needs, Substance Use and Abuse was folded into the selected need of Mental and Behavioral Health, Dental Health was folded into the selected need of Access to Care, and Affordable Housing and Homelessness was folded into the selected need of Economic Security.

V. 2017-2019 Strategies to Address Health Needs

This section details the strategies the hospital will use to address the community health needs raised in its community health needs assessment. For a complete description of the 2017-2019 Implementation Strategy Plan, please visit <http://www.kp.org/chna>.

Economic Security

KFH-Woodland Hill's long-term goal for addressing economic security is that all community members experience improved economic security, including access to employment, educational and housing opportunities and other factors that influence health, including access to affordable fresh food. It aims to visualize this goal by organizing its' strategies around the following strategic priorities (or intermediate goals):

- Prevent displacement and homelessness.
- Improve employment opportunities.
- Reduce food insecurity in the community.

These priorities have guided the development of the following core strategies to address financial well-being in the community. A large sub-set of these strategies are aligned with the Los Angeles County Community Health Improvement Plan (CHIP) and will enable greater collaboration with public health and community health partners in addressing this health need.

- Expand efforts to increase access to permanent housing with supportive services for homeless individuals and families.
- Support policies that increase economic security for individuals and families by expanding employment and educational opportunities for individuals and their families.
- Support the development of culturally relevant and multi-generational community resident's leadership and build their capacity to advance equity and improve economic security.
- Leverage KP assets to drive community health and champion organizational practice changes within Kaiser Permanent that improve economic security.

Obesity/HEAL/Diabetes

KFH-Woodland Hills' long-term goal for addressing healthy eating active living is that all community members eat healthy and move more as a part of daily life. It aims to visualize this goal by organizing its' strategies around the following strategic priorities (or intermediate goals):

- Improve access to opportunities for physical activity in the community
- Improve access to healthy food options in the community
- Improve linkages between health care services and community-level services.

These priorities have guided the development of the following core strategies to address healthy eating active living in the community. A large sub-set of these strategies are aligned with the Los Angeles County Community Health Improvement Plan (CHIP) and will enable greater collaboration with public health and community health partners in addressing this health need.

- Support the development of culturally relevant and multi-generational community resident leadership and build their capacity to advance equity and prevent obesity/promote healthy eating and active living.
- Support local governments, schools and/or community-based organizations to provide healthy food options (including accessible drinking water) and to adopt healthy food policies that are community driven.
- Support new and improved community driven policies and environments that support increased physical activity.
- Support partnerships and networks that sustain and scale change and lift up priorities, evidence and experience of communities, and to build the field of healthy eating and active living.
- Leverage KP assets to drive community health, including healthy eating and active living and champion organizational practice changes within KP that promote health.

Access to Care

KFH-Woodland Hills' long-term goal for addressing access to care is that all community members have access to timely, coordinated, high quality health care from a trained and diverse workforce. It aims to visualize this goal by organizing its' strategies around the following strategic priorities (or intermediate goals):

- Improve coverage and access to comprehensive, quality health care services for low income and uninsured populations.
- Improve the capacity of the primary care workforce to meet community needs.
- Improve the capacity of healthcare systems to provide quality healthcare services, including the social and non-medical needs of their patients.

These priorities have guided the development of the following core strategies to address access to care in the community. A large sub-set of these strategies are aligned with the Los Angeles County Community Health Improvement Plan (CHIP) and will enable greater collaboration with public health and community health partners in addressing this health need.

- Support the provision of high quality healthcare (including preventive services, specialty care and integrative medicine) for underserved populations.
- Reduce barriers to quality, culturally appropriate care by providing language and literacy interpretation, transportation, non-traditional access points, and/or other supportive services.
- Support the development of culturally relevant and multi-generational community resident's leadership and build their capacity to advance equity and improve access to healthcare.
- Support partnerships and networks that sustain and scale change and lift up priorities, evidence and experience of communities, and to share information about what works in improving access to health care for the underserved.
- Leverage KP assets to drive coverage and access to healthcare for the underserved, build the capacity of the primary care workforce and improve appropriate utilization of healthcare services.

- Support the provision of high quality health care (including preventive services and specialty care) for underserved populations.

Mental and Behavioral Health

KFH-Woodland Hills' long-term goal for addressing social and mental and behavioral health is that all community members have optimal levels of mental health and well-being and access to high quality mental and behavioral health care services when needed. It aims to visualize this goal by organizing its' strategies around the following strategic priorities (or intermediate goals):

- Improve the knowledge, capacity and infrastructure of health care, organizations and communities to address mental and behavioral health.
- Promote positive mental health by fostering community cohesion and social and emotional support.

These priorities have guided the development of the following core strategies to address mental health in the community. A large sub-set of these strategies are aligned with the Los Angeles County Community Health Improvement Plan (CHIP) and will enable greater collaboration with public health and community health partners in addressing this health need.

- Enhance access to high quality substance abuse prevention and treatment, including integrated assistance therapies, to promote resiliency and recovery from addiction.
- Support community based initiatives that promote social and emotional wellbeing by fostering community connections, policing with the Los Angeles Police Department.
- Support the development of culturally relevant and multi-generational community resident leadership and build their capacity to advance equity and reduce stigma surrounding mental and behavioral health.
- Leverage KP assets to drive community health and champion organizational practice changes within KP that promote mental and behavioral health.
- Support partnerships and networks that sustain and scale change and lift up priorities, evidence and experience of communities, and to share information about what works in improving behavioral and mental health and to build the field.

VI. 2019 Year-End Results for KFH-Woodland Hills and West Ventura County

The 2019 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 2017-2019 Implementation Strategy Plan at <http://www.kp.org/chna>.

A. 2019 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 2019 Year-End Community Benefit Expenditures

	2019
Medical Care Services for Vulnerable Populations	
Medi-Cal shortfall ¹	\$12,975,301
Charity care: Charitable Health Coverage Programs ²	\$15,848
Charity care: Medical Financial Assistance Program ³	\$6,959,003
Grants and donations for medical services ⁴	\$2,603,365
Subtotal	\$22,553,517
Other Benefits for Vulnerable Populations	
Summer Youth and INROADS programs ⁶	\$50,408
Grants and donations for community-based programs ⁷	\$4,515,007
Community Benefit administration and operations ⁸	\$304,735
Subtotal	\$4,870,150
Benefits for the Broader Community	
Community health education and promotion programs	\$64,953
Kaiser Permanente Educational Theatre ⁹	\$284,480
Community Giving Campaign administrative expenses	\$5,659
Grants and donations for the broader community ¹⁰	\$34,561
National board of directors fund	\$17,297
Subtotal	\$406,950
Health Research, Education and Training	
Graduate Medical Education	\$962,078
Non-MD provider education and training programs ¹¹	\$567,425
Grants and donations for health research, education, and training ¹²	\$17,250
Health research	\$498,155
Subtotal	\$2,044,908
Total Community Benefits Provided	\$29,875,524

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. 2019 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 , 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 2019 (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 2019, Educational Theater provided 25 events in 20 schools in the KFH-Woodland Hills communities, reaching 4,793 youth and 290 adults. In 2019, Educational Theater provided 15 events in 12 schools in the KFH-West Ventura communities, reaching 3,355 youth and 152 adults.

Need	Summary of impact	Examples of most impactful efforts
Access to Care	During 2019, Kaiser Permanente paid 13 grants, totaling \$184,437 addressing	<u>Providing Affordable Healthcare</u>

Need	Summary of impact	Examples of most impactful efforts
	<p>this priority health need in the Woodland Hills service area. In addition, a portion of money managed by a donor advised fund at California Community Foundation was used to pay 4 grants, totaling \$90,992 that addresses this need.</p>	<p>In 2019, KFH-Woodland Hills provided \$12,975,301 in medical care services to 16,573 Medi-Cal recipients (both health plan members and non-members) and \$6,959,003 in medical financial assistance (MFA) for 7,168 beneficiaries.</p> <hr/> <p><u>Advocating Expansion of Health Care Access for Low-Income Californians~*</u> Through policy-focused research and broad-based stakeholder engagement, the Insure the Uninsured Project (ITUP) promotes innovative and workable policy solutions that expand health care access and improve the health of low-income and underserved communities in Californian. In 2019, Kaiser Permanent paid \$75,000 (split among 15 service areas) to ITUP to:</p> <ul style="list-style-type: none"> • Conduct issue education and targeted communications to educate and inform state and local policymakers, media, and stakeholders on state and federal health reform topics affecting coverage, care and the delivery of health and health related services in California. • Convene 12 regional and local health care workgroups that include stakeholders and community leaders in collective problem-solving and shared learning on health care issues and timely health policy topics. • Conduct and disseminate health policy research to inform state and local leaders and policymakers. <hr/> <p><u>Advancing Care Transformation for California’s Public Hospitals~*</u> The California Health Care Safety- Net Institute (SNI) designs and directs programs that accelerate the spread of innovative practices among California's public hospitals and public clinics. SNI supports the advancement of care transformation and capacity of its members. In 2019, Kaiser Permanent paid \$150,000 (split among 15 service areas) to SNI to:</p> <ul style="list-style-type: none"> • Partner with the State of California Department of Healthcare Services and member Public Healthcare Systems to successfully implement California's 1115 Medi-Cal 2020 Waiver to advance value-based care. • Strengthen the organizational capacity of the Safety Net Institute to provide valuable programming to members focusing upon improved Board engagement, implementing a strategic review process, communications, improving the knowledge of members, and continued staff development. • Strengthen the capacity of public health care systems by designing and implementing Safety Net Institute programs and technical assistance and by connecting members to nationally recognized training opportunities.

Need	Summary of impact	Examples of most impactful efforts
		<p><u>Providing Health Access for Everyone</u> Westminster Free Clinic (WFC) provides free primary health care and health related service including dental, vision, mental and behavioral health to uninsured patients and engage bilingual teen interns in targeted advocacy efforts to improve healthy food access in area Latino market. In 2019, Kaiser Permanente paid \$20,000 to WFC to:</p> <ul style="list-style-type: none"> • Provide free healthcare and health-related services to over 10,000 patients. • Facilitate chronic disease prevention programs (i.e., health education, Zumba and yoga classes, and a diabetes clinic) to over 2,500 patients. • Conduct a year-long comprehensive chronic disease prevention program to 166 low-income uninsured individuals at high risk for chronic disease. • Engage 55 low-income, bilingual Latino teen promotores to conduct community outreach, hypertension and diabetes screenings reaching over 1,500 individuals, and to link those at risk to care • Partner with 8 Latino markets in 5 cities in Ventura County to offer healthy food options and allow WFC teen interns to use a color sticker dot system to designate diabetes-friendly and heart friendly foods. <hr/> <p><u>Supporting Homeless to Homeless Peer Health Navigator</u> Turning Point Foundation’s Homeless 2 Home Peer Health Navigator initiative assists persons who are homeless and mentally ill access medical attention, substance abuse treatment, mental health services and housing assistance. In 2019, Kaiser Permanente paid \$20,000 to:</p> <ul style="list-style-type: none"> • Support 100% of program participants complete health assessments • Provide 100% of clients entering Turning Point Foundation’s residential programs (shelter, bridge housing, transitional housing and permanent supportive housing) receive TB Tests and clearance. • Help 96% of clients in street outreach receive TB tests and turn in result • Support 100% of program participants enroll in health insurance (totaling 101) • Help 100% of program participants seek medical services including primary care/preventative care, mental health and drug/alcohol treatment programs. <ul style="list-style-type: none"> • 149 Primary Health Appointments • 91 Mental Health Appointments • 83 Substance Abuse Treatment

Need	Summary of impact	Examples of most impactful efforts
Economic Security	<p>During 2019, Kaiser Permanente paid 5 grants, totaling \$76,485 addressing this priority health need in the Woodland Hills service area. In addition, a portion of money managed by a donor advised fund at California Community Foundation was used to pay 3 grants, totaling \$27,454 that addresses this need.</p>	<p><u>Working to End Hunger for the Food Insecure~*</u> Hunger Action Los Angeles (HALA) helps low-income people in Los Angeles County access healthy and affordable produce and involves them in policy advocacy to end hunger. In 2019, Kaiser Permanente paid \$37,500 (split among 9 service areas) to HALA to:</p> <ul style="list-style-type: none"> • Educate and advocate for anti-hunger legislation by training 75 grassroots low-income anti-hunger advocates on public policy for participation in Hunger Action Day. • Maintain Market Match participation in 24 farmers' markets. • Improve HALA's organizational capacity to strengthen its work in low-income communities by implementing strategic planning activities. <p><u>Increasing Los Angeles County California Earned Income Tax Credit ~*</u> Golden State Opportunity (GSO) Los Angeles County California Earned Income Tax Credit (EITC) strives to improve the lives of working Californians through public outreach and education campaigns, research, analysis, and in-depth partnerships. The CalEITC4Me program is dedicated to increasing Cal EITC uptake in Los Angeles County and putting dollars back into people's pockets, stimulating local economies, and increasing economic security. In 2019, Kaiser Permanente paid \$80,000 (split among seven service areas) to:</p> <ul style="list-style-type: none"> • Conduct California Earned Income Tax Credit (Cal EITC) outreach to more than 600,000 low-income households in Los Angeles County to provide information on eligibility and benefits • Build and train a network of 50 public agency and nonprofit partners for coordinated outreach and education through smart digital targeting, community messaging, and utilizing peer-to-peer text messaging • Host a 2nd Annual Women's Economic Empowerment Summit to engage an intersectional group of local partners, leaders, and activists focused on economic security of women <p><u>Supporting Los Angeles County High School Career Pathways ~*</u> The Economic Development Corporation of Los Angeles County (LAEDC) Los Angeles County High School Career Pathways provides collaborative economic development leadership to promote a globally competitive, prosperous, and growing Los Angeles County economy. LAEDC supports regionally focused workshops for the Career Technical Education (CTE) program effectiveness. In 2019, Kaiser Permanente paid LAEDC \$50,000 (split among six service areas) to:</p> <ul style="list-style-type: none"> • Conduct a landscape analysis and mapping of the career pathways programs offered in all 318 Los Angeles County high schools

Need	Summary of impact	Examples of most impactful efforts
Mental and Behavioral Health	During 2019, Kaiser Permanente paid 7 grants, totaling \$84,191 addressing	<ul style="list-style-type: none"> • Conduct a survey of nonprofits in Los Angeles County that offer career pathways programs to identify the locations and pathways focused on • Develop a region-specific Career Technical Education (CTE) workshop for CTE high school teachers and administrators and nonprofit program managers in each supervisorial district
		<p><u>Providing Safety Net Services in Southern California ~*</u> Step Up on Second Street (SU) Safety Net Services in Southern California 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 in Southern California is increasing. In 2019, Kaiser Permanente paid \$100,000 (split among 13 service areas) to:</p> <ul style="list-style-type: none"> • Support outreach teams to provide street outreach and engagement to individuals experiencing chronic homelessness and untreated mental health conditions • Enroll individuals experiencing homelessness and mental health conditions assessed by outreach teams into Step Up Programs • Provide individuals with ongoing permanent supportive housing with supportive services such as mental health, physical health, life skills, vocational and educational opportunities
		<p><u>Connecting Clients to Jobs, Peer Mentor Employment, and Support Services</u> The Center for Living and Learning increases economic security by providing individualized, peer guided employment services to improve employment/health outcomes for those re-entering the community, recovering from substance abuse, mental health issues, or incarceration. In 2019, Kaiser Permanente paid \$8,330 to:</p> <ul style="list-style-type: none"> • Support 77 people participate in outreach orientations • Help 39 people complete job readiness services, and 35 confirmed employment. • Provide 77 clients with a supportive services questionnaire and offer referrals to supportive services • 22 clients were referred to various housing programs including the Pilot Program, Family Service Provider, Housing for Health and various sober living home • 9 clients were referred to Family for dental and vision services • 14 clients were referred to Substance Use Disorder outpatient treatment
<p><u>Improving Services for Human Trafficking Survivors~</u> The Coalition to Abolish Slavery and Trafficking (CAST) expands services to improve health outcomes for trafficking victims in Los Angeles County. CAST coordinates a continuum of care for</p>		

Need	Summary of impact	Examples of most impactful efforts
	<p>this priority health need in the Woodland Hills service area. In addition, a portion of money managed by a donor advised fund at California Community Foundation was used to pay 2 grants, totaling \$65,000 that addresses this need.</p>	<p>trafficking victims by combing social, medical, and legal service with leadership and advocacy. In 2019, Kaiser Permanente paid \$75,000 (split among seven service areas) to CAST to:</p> <ul style="list-style-type: none"> • Coordinate Whole Person Care services, including housing, food, medical, mental health, legal, education and employment for 100 human trafficking survivors. • Educate and advocate with policymakers, county officials, and community leaders on how to expand or improve access to emergency and permanent housing for victims. <hr/> <p><u>Reducing Mental Health Stigma and Improving Resilience for LGBTQ Youth*</u> Village Family Services aims to reduce mental health stigma and improve resilience of LGBTQ youth by providing and linking LGBTQ youth to services promoting health, wellness, and healthy social engagement in a community environment, while striving to decrease incidence of homelessness for LGBTQ youth. In 2019, Kaiser Permanente paid \$40,000 to Village Family Services to:</p> <ul style="list-style-type: none"> • Provide weekly support groups to 150 unduplicated LGBTQ youth and more specialized and individualized therapeutic services to at least 50 youth. • Provide at least four “Family Pride” enhanced support workshops to at least 200 parents, caregivers and foster parents of LGBTQ youth. • Conduct weekly educational outreach which will promote awareness and visibility of LGBTQ sensitivities targeting 500 people. • Provide access to medical care for 500 LGBTQ youth by connecting them through the Drop-In Center to the Valley Community Healthcare. <hr/> <p><u>Providing a Drug-Free, Safe Space for Youth</u> One Step a la Vez provides case management and social and emotional support to at-risk teens. In 2019, Kaiser Permanente paid One Step a la Vez \$8,155 to:</p> <ul style="list-style-type: none"> • Provide safe after school program to 134 vulnerable teens in an economically depressed and underserved agricultural area in 2019. • Work with 20 teens on probation providing case management and referrals, family engagement, visits in the juvenile facility, mentoring and goal planning, transportation and assistance navigating the court system, court advocacy, and provide opportunities for service to the community. • Take 39 community referrals of youth at risk for juvenile justice involvement. • Conduct 6 Restorative Justice Circles.

Need	Summary of impact	Examples of most impactful efforts
		<p><u>Providing Mental Health Services for Children and Families</u> Interface Children and Family Services (ICFS) works to expand 2-1-1's information and referral helpline's two-way texting into a 24-hour service that links individuals in crisis with highly trained specialists who perform risk assessments and provide service referrals via text. In 2019, Kaiser Permanente paid ICFS \$20,000 to:</p> <ul style="list-style-type: none"> • Support over 10,000 adults access mental health services, crisis intervention, and/or housing help. • Provide 400 youth/transition-aged youth in crisis access mental health services, crisis intervention, and/or housing related services.
<p>Obesity/ HEAL/ Diabetes</p>	<p>During 2019, Kaiser Permanente paid 12 grants, totaling \$165,019 addressing this priority health need in the Woodland Hills service area. In addition, a portion of money managed by a donor advised fund at California Community Foundation was used to pay 9 grants, totaling \$111,121 that addresses this need.</p>	<p><u>Influencing Policies and Funding for Safe Routes to School and Active Transportation~</u> Safe Routes to School National Partnership advances safe walking and biking to and from schools, improves the health and wellbeing for kids of all races, income levels and abilities and seeks to foster the creation of healthy, sustainable communities for everyone. In 2019, Kaiser Permanente paid \$100,000 (split among 15 service areas) to the National Partnership to:</p> <ul style="list-style-type: none"> • Influence new policies and funding for active transportation and Safe Routes to School programs to increase physical activity and reduce safety risks for people walking and biking. • Provide technical assistance to 10 low income communities in 3 counties to support grant applications for state or other funding sources for biking and walking. <p><u>Helping Schools Implement Healthy Eating and Active Living Policies~</u> The Alliance for a Healthier Generation (HG) works with schools, companies, community organizations, healthcare professionals and families to build healthier environments where children can thrive. Using a six-step continuous improvement process, HG supports schools with implementing policies and practices that make healthier foods, beverages and physical activity accessible for students and staff. In 2019, Kaiser Permanente paid \$273,742 (split among 7 service areas) to HG to:</p> <ul style="list-style-type: none"> • Recruit 115 new schools to on-site Healthy Schools Program offerings, reaching approximately 73,000 students and 5,700 staff. • Build capacities of staff to implement and sustain policies and practices in the areas of physical activity, nutrition, and/or staff wellness through provision of trainings, technical assistance, and professional development sessions. • Support schools to make or sustain nutrition and physical activity-related policy, program, and system improvements, leading to increased consumption of nutritious foods, increased participation in federal child nutrition programs and increased physical activity levels of students.

Need	Summary of impact	Examples of most impactful efforts
		<p><u>Supporting Safe, Healthy Play in Elementary Schools~</u> Playworks Education Energized (Playworks) aims to improve the health and well-being of children by increasing opportunities for physical activity and safe, meaningful play. Focused primarily on recess, they help schools and districts re-design recess through on-site staffing, consultative support, professional development and free resources. In 2019, Kaiser Permanente paid \$95,000 (split among 10 service areas) to Playworks to:</p> <ul style="list-style-type: none"> • Provide 15 full-day professional development workshops for 300 teachers, staff and recess aides across 101 schools. • Provide 5 two-day advanced Recess Implementation trainings to 74 schools impacting 48,000 children. <hr/> <p><u>Building Healthy Eating Habits</u> California State University Northridge Foundation (CSUN) supports nutrition education, garden development, and the development of Wellness Councils at 5 sites including 3 schools in the high need area of Canoga Park. In 2019, Kaiser Permanente paid CSUN \$20,000 to:</p> <ul style="list-style-type: none"> • Support community gardens that have been enhanced or built at five sites serving a total of approximately 2500 community members and engaging approximately 100 community members in garden maintenance harvesting and produce distribution. • Provide a peer to peer nutrition education program to parents at all five sites reaching at least 100 people. • Support Wellness Councils that are in progress at each of the 5 sites.

VII. Description of Community Health Needs KFH-Woodland Hills and West Ventura County Will Address in 2020-2022

The KFH-Woodland Hills and West Ventura County 2019 Community Health Needs Assessment (CHNA) is available at <http://www.kp.org/chna> (Kaiser Permanente's ShareSite). Detailed information about the CHNA process and the criteria and rationale used to determine which priority health needs the hospital would address in its Community Benefit Plan (referred to as an Implementation Strategy for IRS purposes) – along with information about the health needs that were not identified but not selected – can also be found on the website. Here are the health needs KFH-Woodland Hills and West Ventura County is addressing in the 2020-2022 three-year cycle:

1. 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.

2. 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.

3. 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.

4. 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.