



2016 Implementation Strategy Report for Community Health Needs

Kaiser Foundation Hospital Moreno Valley
License #550000810

Approved by KFH Board of Directors
March 16, 2017

To provide feedback about this Implementation Strategy Report,
email chna-communications@kp.org

**Kaiser Foundation Hospitals
Community Health Needs Assessment (CHNA)
Implementation Strategy Report
2016**

Kaiser Foundation Hospitals – Moreno Valley
License #550000810
27300 Iris Ave, Moreno Valley, CA 92555

I. General Information

Contact Person:	Karen Roberts, Senior Director, Public Affairs & Brand Communications	
Date of Written Plan:	December 5, 2016	
Date Written Plan Was Adopted by		
Authorized Governing Body:	March 16, 2017	
Date Written Plan Was Required to Be Adopted:	May 15, 2017	
Authorized Governing Body that Adopted the Written Plan:	Kaiser Foundation Hospital/Health Plan Boards of Directors	
Was the Written Plan Adopted by 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:	December 4, 2013	
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

Kaiser Permanente is a not-for-profit, integrated health care delivery system comprised of Kaiser Foundation Hospitals, Kaiser Foundation Health Plan, and The Permanente Medical Groups. For more than 65 years, Kaiser Permanente has been dedicated to providing high-quality, affordable health care services and to improving the health of our members and the communities we serve. Today we serve more than 10.6 million members in eight states and the District of Columbia. Since our beginnings, we have been committed to helping shape the future of health care. Kaiser Permanente is dedicated to care innovations, clinical research, health education and the support of community health.

III. About Kaiser Permanente Community Benefit

We believe good health is a basic aspiration shared by all, and we recognize that promoting good health extends beyond the doctor’s office and the hospital. Like our approach to medicine, our work in the community takes a prevention-focused, evidence-based approach. We go beyond traditional corporate philanthropy or grant-making to leverage financial resources with medical research, physician expertise, and clinical practices. Historically, we have focused our investments in three areas—Health Access, Healthy Communities, and Health Knowledge—to address critical health issues in our communities.

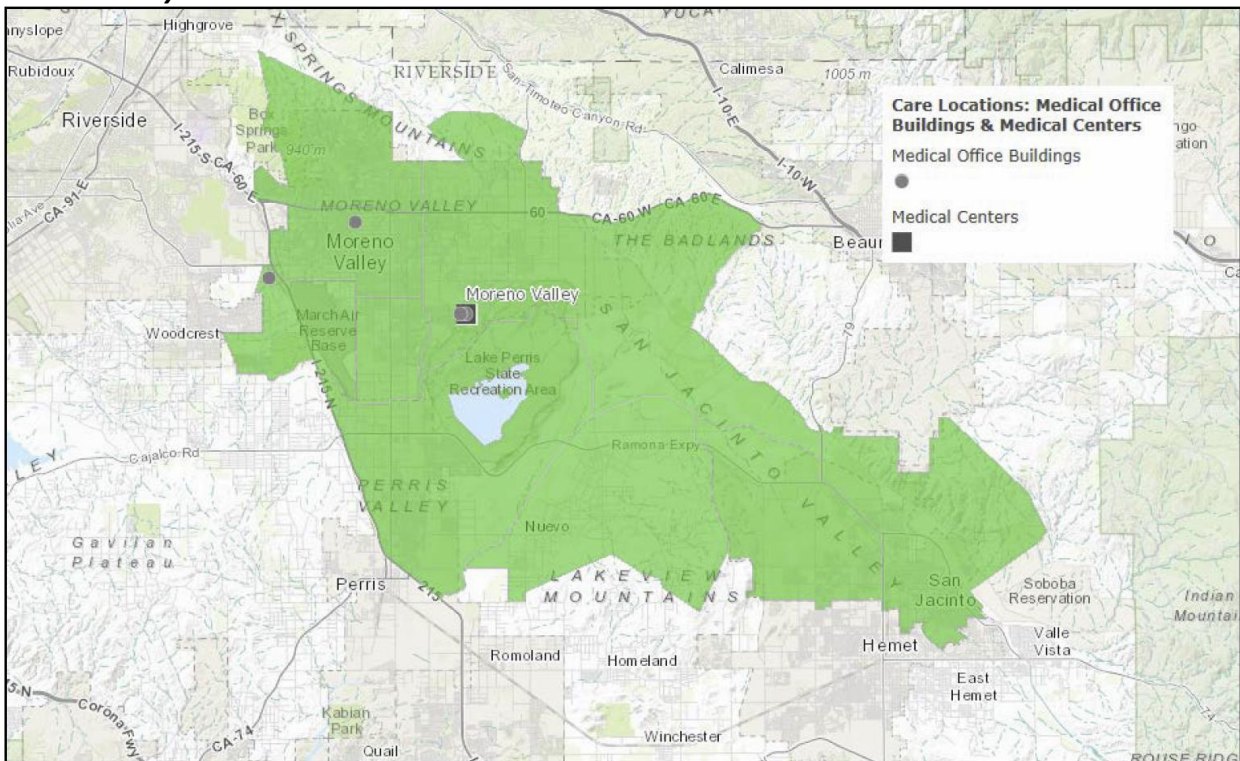
For many years, we have worked collaboratively with other organizations to address serious public health issues such as obesity, access to care, and violence. We have conducted Community Health Needs Assessments (CHNA) to better understand each community’s unique needs and resources. The CHNA process 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.

In addition, Kaiser Permanente seeks to promote community health upstream by leveraging its assets to positively influence social determinants of health – social, economic, environmental – in the communities we serve.

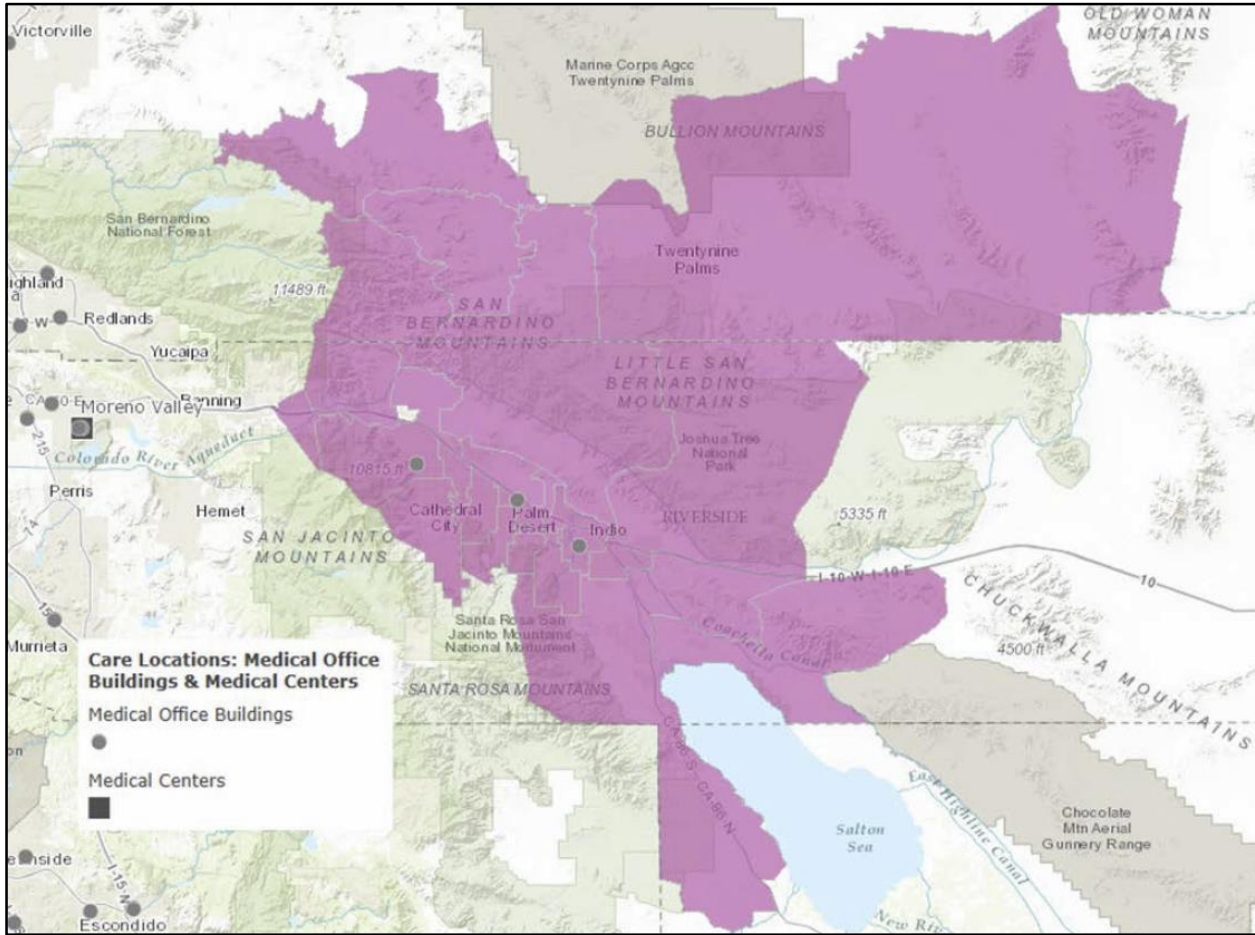
IV. Kaiser Foundation Hospitals – Moreno Valley Service Area

KFH-Moreno Valley is located at 27300 Iris Ave, Moreno Valley, CA 92555. The KFH-Moreno Valley service area is located entirely within Riverside County; however, as shown in the map below, the Coachella Valley region is primarily in Riverside County, with small portions in San Bernardino and Imperial Counties.

Moreno Valley Medical Service Area



Coachella Valley Medical Service Area



The following 28 cities and zip codes reflect the communities of the KFH-Moreno Valley service area.

City	Zip Code
Cabazon	92230, 92282
Cathedral City	92234, 92235
Coachella	92236
Desert Hot Springs	92240, 92241
Indian Wells	92210
Indio, Bermuda Dunes	92202, 92203, 92201
Joshua Tree	92252
Landers	92285
La Quinta	92247, 92248, 92253
March Air Reserve Base	92518
Mecca	92254
Moreno Valley	92360, 92387, 92388, 92551, 92552, 92553, 92554, 92556, 92557, 92555
Morongo Valley	92256
North Shore	92254
Nuevo, Lakeview	92567
Palm Desert	92211, 92255, 92260, 92261, 92210
Palm Springs	92263, 92264, 92292, 92262
Pioneertown, Rimrock	92268
Rancho Mirage	92270
Riverside	92521
Salton City	92275
San Jacinto	92383, 92581, 92582, 92583

Thermal	92274, 92275
Twentynine Palms	92277, 92278
Yucca Valley	92284, 92286, 92285

KFH-Moreno Valley Demographic Data		
	MV	CV
Total Population	312,575	391,036
Race		
White	53%	68%
Black	14%	3%
Asian	5%	3%
Native American/ Alaskan Native	1%	1%
Pacific Islander/ Native Hawaiian	<1%	<1%
Some Other Race	22%	22%
Multiple Races	4%	3%
Ethnicity		
Hispanic or Latino	57%	49%
Non-Hispanic	43%	51%

KFH- Moreno Valley Socio-economic Data		
	MV	CV
Living in Poverty (<200% FPL)	49%	47.1%
Children in Poverty	29%	32%
Unemployed	9%	9.1%
Uninsured	23%	21.4%
No High School Diploma	27%	21.6%

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-Moreno Valley’s planned response to the needs identified through the 2016 Community Health Needs Assessment (CHNA) process. For information about KFH-Moreno Valley’s 2016 CHNA process and for a copy of the report please visit www.kp.org/chna.

VI. List of Community Health Needs Identified in 2016 CHNA Report

The list below summarizes the health needs identified for the KFH-Moreno Valley service area through the 2016 Community Health Needs Assessment process.

1. Economic security
2. Diabetes
3. Access to care
4. Obesity and overweight
5. Transportation
6. Mental health
7. Climate and health
8. Cardiovascular disease
9. Cancer
10. Substance use and tobacco
11. Asthma
12. HIV and STIs

VII. Who was Involved in the Implementation Strategy Development

The implementation strategy was developed through a process that involved hospital operational leadership and community partners. One group of stakeholders was involved in the IS development for both KFH-Moreno Valley and KFH-Riverside (the combined service area covers Riverside County). The core planning team consisted of the hospital service areas' Operations Leadership Team (OLT), comprised of stakeholders representing both Kaiser Foundation Hospital/Health Plan and the Southern California Permanente Medical Group (SCPMG) and included:

- Jiji Abraham, Chief Financial Officer, Riverside Area
- Cecilia Arias, Community Benefit Health Manager
- Robert Blair, Chief Administrative Officer
- Frank Flowers, MD, Area Medical Director
- Robin Mackenroth, Chief Operating Officer of KFH-Riverside
- Karen Roberts, Senior Director of Public Affairs and Brand Communications
- Corey Seale, Chief Operating Officer, KFH-Moreno Valley
- Karen Sirski-Martin, Assistant Medical Group Administrator
- Vita Willett, Senior Vice President, Area Manager

a. Partner Organizations

KFH-Moreno Valley's partnership with Strategic Health Alliance Pursuing Equity (SHAPE) Riverside County was instrumental to developing the Implementation Strategy (IS) Report. SHAPE is a community-wide alliance composed of 28 community partners that represent multiple sub-populations in the KFH-Moreno Valley community. The community partners include organizations such as, the Coachella Valley Association of Governments, Desert Healthcare District, First 5 Riverside, Hospital Association of Southern California, Riverside Community Health Foundation, and a number of Riverside County departments. Participating in the quarterly meetings provided KFH-Moreno Valley with multiple perspectives on developing a strategy to address the four selected health needs that aligned with county-wide efforts to improve health for all Riverside County.

Additionally, Boys & Girls Club of Greater Redlands-Riverside, Desert AIDS Project, First 5 Riverside, Inland Empire Health Plan, Lestonnac Free Clinic, Planned Parenthood of the Pacific Southwest, and Riverside County Department of Public Social Services participated in the Twitter chats described below. These organizations represent multiple sub-populations in the KFH-Moreno Valley community and are long-time partners of KFH-Moreno Valley.

b. Community Engagement Strategy

While not required by Federal CHNA regulations, Kaiser Permanente encourages all KFH facilities developing Implementation Strategy plans to elicit community input throughout the plan development process. Voluntary Community members' and stakeholders' 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 collaborations.

HARC organized a total of six Twitter chats, which are live Twitter events that took place between October 4, 2016 and October 6, 2016, to gather input from community members. The chats were publicized to community members via email, social media promotion, and announcements at community meetings. HARC moderated the chats and focused on the three priority health needs identified through the process outlined in Section VIII. While there was some minor participation from the community agencies - Boys & Girls Club of Greater Redlands-Riverside, Desert AIDS Project, First 5 Riverside, Inland Empire Health Plan, Lestonnac Free Clinic, Planned Parenthood of the Pacific Southwest, and Riverside County Department of Public Social Services -- there was not sufficient participation from community residents or partner agencies to draw any conclusions. There are a number of possible reasons the Twitter chats were not successful, including the limited time to publicize the events, HARC's small Twitter following, and the region's lack of familiarity with Twitter chats.

Subsequently, HARC widely distributed a community survey in an effort to garner insight on the three priority health needs from the region's residents. The survey was offered in both English and Spanish. The resulting data was qualitatively analyzed by the HARC team. The community resident engagement process proved valuable for the KFH-Moreno Valley core planning team in ensuring that the strategies align with the needs of the KFH-Moreno Valley community. Below are the results:

Demographics

A total of 112 community members completed all sections of the survey, which includes a total of 87 women and 25 men. Of the participants, 36.6% identified as Hispanic. The specific ethnic breakdown includes: 58.9% Whites/Caucasians, 11.6% Hispanics/Latinos, 11.6% Blacks/African Americans, 4.5% Mixed/Multiracial, 2.7% American Indians/Pacific Islanders, and 2.7% Other.

The age groups of the respondents were quite varied. Ages ranged from 21 to 75 years old, and the mode age of respondents was 50 years old. The majority of respondents report a high income level. Specifically, 42% of community members report an annual household income of over \$75,000.

Access to Care

Overwhelmingly, community members suggested that access to care should be ameliorated by increasing outreach and education in the community. Specifically, there should be assistance with becoming enrolled and understanding the resources that are available in the community. Other suggestions include: increased transportation, make coverage affordable, offer more free clinics, and bolster current resources in the community.

Potential partners identified by community members for improving *access to care* include: Borrego Health, Clinicas de Salud del Pueblo, Coachella Valley Volunteers in Medicine, Riverside University Health System, and Desert AIDS Project.

Mental Health

When asked what steps can be taken to help people with a mental health problem, community members pointed to a need for more education and outreach. Respondents also reiterated the need to increase available services, improve the accessibility of services already available, and connect individuals with appropriate services. Community members also called for more community based programs located in schools, community centers, and other areas easily accessed by the community.

Potential partners identified by community members for addressing *mental health* include: Catholic Charities, churches such as First Congregational Church of Riverside and The Grove Community Church, Desert AIDS Project, Family Service Association, Jewish Family Services, National Alliance on Mental Illness, and Riverside University Health System Behavioral Health.

Obesity/Diabetes

Some suggestions were offered for steps we can make in our community, to improve healthy eating and an active lifestyle. Specifically, many community members suggested increased education about proper eating and exercise, along with outreach to get people more involved in these activities. The community also made suggestions for additional resources, such as: farmers markets, food banks, free cooking classes, and other community events to get the community collaboratively living a healthy lifestyle.

Potential partners identified by community partners in addressing *obesity and diabetes* include: City governments, Riverside University Health System, Desert Recreation District, Family Service Association (Mobile Fresh Bus), FIND Food Bank, Hidden Harvest, and senior centers.

	DATA COLLECTION METHOD	TYPE	PARTICIPANTS			
			Total number of participants	Number of residents	Number of organizational reps	Number of county reps
1	Community Survey	Community residents including Spanish-speaking	112	112	0	0
2	Twitter Chat	Community residents and Boys & Girls Club of Greater Redlands-Riverside, Desert AIDS Project, First 5 Riverside, Inland Empire Health Plan, Lestonnac Free Clinic, Planned Parenthood of the Pacific Southwest, and Riverside County Department of Public Social Services	10	3	7	0

c. Consultant Used

KFH-Moreno Valley utilized HARC, Inc. (Health Assessment and Research for Communities). HARC is a nonprofit research and evaluation organization that is dedicated to providing objective, reliable research, analysis and technical services to communities in order to facilitate better decision making regarding health and quality of life.

HARC is located within Riverside County (Palm Desert), and the majority of HARC’s clients are health care organizations and nonprofits within the County. As such, HARC is deeply embedded in the very community that is served by KFH-Moreno Valley, and brings added insight to this process.

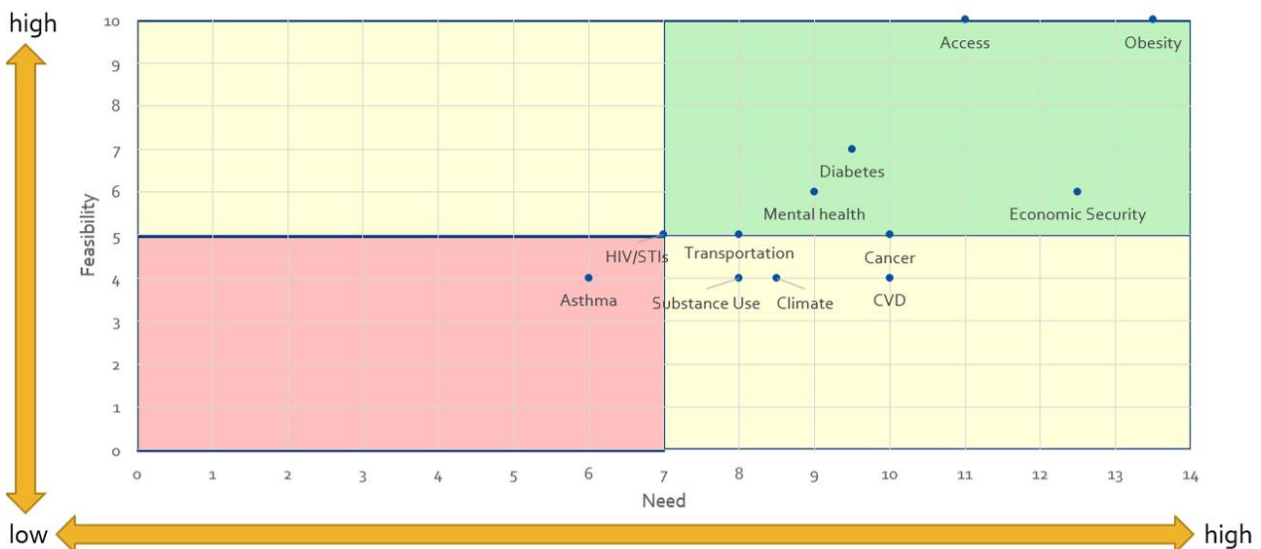
HARC’s research team on this project included:

- Dr. Jenna LeComte-Hinely, Chief Executive Officer
- Dr. Casey Leier, Director of Research and Evaluation
- Ivy Torres, Research and Evaluation Associate

VIII. Health Needs that KFH-Moreno Valley Plans to Address

a. Process and Criteria Used

HARC facilitated a prioritization session with the core planning team. To prepare for the meeting, HARC and key members of the core planning team rated each of the 12 health issues identified in the CHNA by using the worksheets in the “Selecting Health Needs” document provided by Kaiser Permanente Southern California Regional Community Benefit. Using these worksheets ensured that KFH-Moreno Valley used a consistent set of criteria with other hospitals in the region. As such, each health issue was rated on ‘Need’ and ‘Feasibility’. ‘Need’ was determined using the following set of criteria: magnitude (number of people affected), severity (consequences to those affected), and level of disparities (to what degree are vulnerable groups disproportionately affected). The criteria for ‘Feasibility’ included: existing Kaiser Permanente assets and the ability to leverage existing assets/partnerships to address those issues. The score ranged from 1 to 5 for each criterion. The total scores for each of the criteria determined whether the health need was a “High” or “Low” Need and “High” or “Low” Feasibility. Scores above 7 signified a high need and scores above 8 signified high feasibility. Using this information, HARC plotted the need and feasibility of each of the 12 health issues. This resulted in the following matrix.



The core planning team used this information to inform their prioritization of health issues, focusing on those needs that were high need/high feasibility. In addition to the need/feasibility matrix, the planning team also took the following factors into account when selecting health needs to address: alignment with the priorities set by community stakeholders who participated in the CHNA, alignment with other initiatives in Riverside County, and medical center expertise and experience.

HARC facilitated the discussion to ensure that the entire team reached a consensus on which were the most critical needs for KFH-Moreno Valley to address in the coming years.

b. Health Needs that KFH-Moreno Valley Plans to Address

KFH-Moreno Valley decided to address three health issues: access to care, obesity/diabetes, and mental health.

Access to Care

The ability to access medical care is a wide-reaching construct that includes aspects such as the presence of health insurance, the affordability of seeking treatment, the availability of health care providers who can provide treatment, the ability to get to places where treatment is provided, and other issues around accessibility.

Many people in the KFH-Moreno Valley service area still lack health insurance (22% are uninsured), and those that have it are often unclear on how to navigate the health care system and how to use it. Even those with health insurance who know how to get care can struggle to receive the care they need due to a shortage of providers; the local ratio of primary care providers to patient population is nearly half the California State average. This health need was selected because of its high priority ranking and KFH-Moreno Valley's wealth of existing resources and connections to address this issue.

Mental Health

Mental 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 health issues are closely related to other issues such as alcohol and substance use and abuse and smoking. Two indicators of mental health in the KFH-Moreno Valley service area are rates of suicide and the availability of mental health providers. In Coachella Valley, suicide mortality rates in Coachella Valley are much higher than in the State of California overall (14.2 versus 9.8 per 100,000 population). Additionally, there is a serious lack of mental health care providers; there are about 70 providers per 100,000 people in the KFH-Moreno Valley service area (compared to the state average of 157 per 100,000). KFH-Moreno Valley has many existing partnerships that can be used to address this issue.

Obesity/Diabetes

Excess weight is a major problem in the U.S. Being overweight, or, at a more extreme level, obese, can cause many health issues and exacerbate many existing conditions. Obesity is caused, in part, by an imbalance of energy output to energy intake; that is, eating too much or eating unhealthy food, while not obtaining enough exercise.

Diabetes is the 7th leading cause of death in America¹. 95% of people with diabetes have type 2 diabetes, which is highly associated with obesity/overweight². Over 60% of local adults are overweight

¹ Data obtained from Center for Disease Control and Prevention (2015) <http://www.cdc.gov/nchs/fastats/leading-causes-of-death.htm>

² Data obtained from American Diabetes Association (2015) <http://www.diabetes.org/diabetes-basics/statistics/?referrer=https://www.google.com/>

or obese³. Obesity is a risk factor for many of the other health issues that were identified (e.g., cardiovascular disease, cancer, diabetes, etc.), and thus, is a good place to start to reduce those issues as well. KFH-Moreno Valley will strive to encourage healthy eating and active living in order to reduce the number of people who are overweight or obese and or are at risk of having diabetes. KFH-Moreno Valley will continue to collaborate with existing resources and connections to address this need.

IX. KFH-Moreno Valley's Implementation Strategies

As part of the Kaiser Permanente integrated health system, KFH-Moreno Valley 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.
- ✓ 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.

The following represents the goals, strategies and expected outcomes for each of the health needs KFH-Moreno Valley plans to address for the 2017-2019 Implementation Strategy (IS) timeline. KFH-Moreno Valley will draw on a broad array of organizational resources to implement these strategies, such as grant-making, in-kind resources, collaborations and partnerships, as well as several internal KFH programs. In particular, KFH-Moreno Valley will leverage assets to support partnerships, community-based organizations, leaders, and networks that build capacity to advance health equity; sustain and scale change; and build the field of knowledge in three areas: access to care, obesity/diabetes, and mental health. Whenever possible, KFH-Moreno Valley will focus on solutions to these health issues that are place-based, evidence-based, multi-sector collaborations. For the purpose of this report, examples of resources are provided to illustrate how KFH-Moreno Valley plans to implement the strategies. For examples of how these resources have been deployed to date, please visit the 2016 Community Health Needs Assessment Report www.kp.org/chna under the chapter: Implementation Strategy Evaluation of Impact.

KFH-Moreno Valley 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-Moreno Valley welcomes future opportunities to enhance its strategic plans by relying on and building upon the strong community partnerships it currently has in place.

Access to Care

KFH-Moreno Valley's **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)**:

³ <http://www.diabetes.org/diabetes-basics/statistics/?referrer=https://www.google.com/>

³ Data obtained from California Interview Health Survey (2014)

- Increase coverage and access to comprehensive, quality health care services for low income and uninsured populations.
- Improve the capacity of health care systems to provide quality health care services, including the social and non-medical needs of their patients.
- Improve the capacity of the primary care workforce to meet community needs.
- Enhance individuals' utilization of the community based health delivery system.

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 Riverside 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 health care (including preventive services and specialty care) for underserved populations. As part of the largest non-profit health system, KFH-Moreno Valley participates in government-sponsored programs for low-income individuals (i.e. Medi-Cal Managed Care and Medi-Cal Fee-for-Service), provide access and comprehensive health care to low-income individuals and families who do not have access to public or private health coverage through charitable health coverage, and provide financial assistance to low-income individuals who receive care at Kaiser Permanente facilities and can't afford medical expenses and/or cost sharing.
- Support targeted outreach, enrollment, and retention efforts to increase access to health care coverage, particularly among communities of color and immigrant populations, where disparities in both access to care and health care coverage is greatest.
- Develop solutions that address the health care needs of people who do not qualify for low-cost or no-cost health insurance, including but not limited to undocumented individuals. KFH-Moreno Valley leverages surgical and preventive screening access to uninsured patients in Riverside County. The collaboration between Kaiser Permanente and Coachella Valley Volunteers in Medicine provides for the coordination of referrals for low-risk radiology, outpatient surgery and colonoscopy screenings for uninsured residents. Additionally, KFH-Moreno Valley collaborates with Riverside Community College District Foundation/Moreno Valley College Dental Hygiene Clinic. Core to provide funding for uninsured individuals to ensure dental care is provided to hundreds of people without insurance on an annual basis.
- Support policies and programs that improve ability of the health care organizations to assess upstream factors and coordinate with community based preventive services.
- Improve the quality improvement (QI) infrastructure of health care organizations by supporting capacity to use data, leadership training, business operations and through other infrastructure building strategies.
- Provide training for medical providers on the provision of culturally competent care to diverse populations. KFH-Moreno Valley aims to train medical providers in culturally competent care by annually hosting 12 residents in a three-year residency program; this program is in collaboration with the University of California, Riverside School of Medicine Internal Medicine Residency Program. In addition, in-kind donation of surplus medical equipment and supplies are donated to benefit the simulation lab on campus.
- Reduce barriers to access to care by providing language interpretation, transportation, non-traditional access points, and/or other supportive services.
- Support policies and programs that improve public understanding of the health care delivery system and the onboarding and orientation for new patient members.
- 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 Kaiser Permanente assets to drive coverage and access to health care for the underserved, build the capacity of the primary care workforce and improve appropriate utilization of health care services.

Successful implementation of these strategies is expected to contribute to the following set of **outcomes** in the community:

- Improved referrals and coordination between health care providers and community-based efforts.
- Improved capacity, readiness and effectiveness of community-based organizations to address access to health care.
- Reduced barriers that impede an individuals' ability to see and obtain health care.
- Improved individual/public knowledge of how to navigate the health care system.
- Improved individual/public understanding of health insurance and medical care coverage.
- Improved core clinical, financial, and operational, and data informed decision-making capacities among health care organizations.

Mental Health

KFH-Moreno Valley's **long-term goal** for addressing mental 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 Riverside County Community Health Improvement Plan (CHIP) and will enable greater collaboration with public health and community health partners in addressing this health need.

- Support integration of health care with community-based mental health services, such as: training of health care providers to identify mental and behavioral health needs, patient navigators who can help patients access services, strengthening of referral networks, and/or co-location of services between primary care and mental health providers.
- Support school and youth development organizations in learning about and addressing mental and behavioral health, including suicide prevention and trauma-informed care.
- Enhance access to high quality substance abuse treatment including medication-assisted treatments to decrease the burden of addiction and promote resiliency and recovery. KFH-Moreno Valley aims to screen individuals at risk for mental and behavioral conditions by partnering with the United States Veterans Initiative at March Air Reserve Base who screen veterans that are chronically homeless for behavioral and/or substance abuse problems and connecting them with treatment services.
- Support organizational changes that can reduce employee stress.
- Support community based initiatives that promote positive mental health by fostering community connection to one's neighbors and participation in local activities and create access to safe local public spaces where people can congregate. KFH-Moreno Valley will address mental health by collaborating with the National Alliance for Mental Illness (NAMI) Western Riverside County, by providing hospital conference room space for mental health workshops at no cost to the community.
- Support policies and programs that address early child development and toxic stress, including positive parenting and violence-free homes.
- Leverage Kaiser Permanente assets to drive community health and champion organizational practice changes 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.

Successful implementation of these strategies is expected to contribute to the following set of **outcomes** in the community:

- Increased access (availability and affordability) of mental health services in health care or community settings.
- Improved referrals and coordination between health care providers and community resources and programs.
- Increased awareness of prescription drug misuse and abuse, enabling stronger prevention and identification of the issue.
- Improved community cohesion, networks, and social support.
- Improved capacity, readiness and effectiveness of community-based organizations, community leaders and residents to address mental and behavioral health.

Obesity/Diabetes

KFH-Moreno Valley's **long-term goal** for addressing obesity/diabetes 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 obesity/diabetes in the community. A large sub-set of these strategies is aligned with the Riverside County Community Health Improvement Plan (CHIP) and will enable greater collaboration with public health and community health partners in addressing this health need.

- Support new and improved policies and environments that support active transportation and physical activity (e.g., safe pedestrian bicycle routes.)
- Support policies that prioritize underserved neighborhoods for park investments and encourage communities to use parks to their full potential.
- Support local governments, schools and/or community based organizations to provide healthy food options (including accessible drinking water) and to adopt healthy food policies, including procurement practices.
- Support local governments, schools and/or community-based organizations to enroll community members into available food programs such as WIC, Cal Fresh.
- Promote use of Cal Fresh and WIC benefits at farmers markets for purchasing fresh fruits and vegetables. An example with of KFH-Moreno Valley leveraging its assets is the Mobile Fresh Farmers Market.
- Promote regular physical activity for residents by partnering with 100 Mile Club to register low income students to the program throughout Moreno Valley Unified School District. KFH -Riverside offers a monthly meet up for students throughout Riverside County to earn 100 Mile Club credit by walking the Thrive Path.
- Support programs that improve referral of patients to evidence-based health promotion programs that teach self-management and empowerment techniques for chronic disease management and prevention.
- Support collaboration between health care providers and community-level services to support patients' needs related to upstream determinants of health, such as access to healthy food at local grocery stores and addressing violence-free neighborhoods.

- Support multi-level, multi component initiatives in school settings to produce significant and measurable impact on the health of students, staff and teachers in K-12 schools within communities.
- Support programs—particularly evidence-based programs—that address diabetes prevention, education, and self-management.
- Leverage Kaiser Permanente assets to drive community health, including healthy eating and active living and champion organizational practice changes that promote health.
- Support collaboration 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. The Community Benefit Manager serves as an advisory board member and conference planner for the Grow Riverside and Invest Health Initiatives that supports the Riverside Food System Alliance, Farm-to-Fork movement throughout the inland region. This initiative aims to increase access to fresh produce, create jobs, develop a food distribution hub, and align affordable housing goals with farm incubator programs.

Successful implementation of these strategies is expected to contribute to the following set of **outcomes** in the community:

- Adoption and implementation of policies and environments that increase availability and enable access to healthy food and/or physical activity.
- Reduced availability and marketing of unhealthy foods and beverages.
- Increased enrollment and use of federal food programs.
- Improved patient assessment and care for chronic conditions by health care providers.
- Improved referrals and coordination between health care providers and community resources and programs.
- Improved capacity, readiness, and effectiveness of community-based organizations, community leaders and residents to collaborate and to promote policy, system and environmental change.

In addition to addressing the selected health needs described above, Kaiser Permanente, as an integrated health care delivery system, dedicates resources that target broader health system needs and upstream determinants of health.

Research

Kaiser Permanente conducts, publishes, and disseminates high-quality epidemiological and health services research to improve the health and medical care throughout our communities. Access to reliable data is a significant need of the overall health care system and can also be implemented in service of the identified health needs. Deploying a wide range of research methods contributes to building general knowledge for improving health and health care services, including clinical research, health care services research, and epidemiological and translational studies on health care that are generalizable and broadly shared. Conducting high-quality health research and disseminating 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 in diverse populations disproportionately impacted by health disparities. Research projects encompass epidemiologic and health services studies as well as clinical trials and program evaluations. They cover a wide range of topics including clinical trials, building scientific expertise in health services and policy, and implementation science to bridge the gap between research and practice.

Our Commitment to Total Health

Kaiser Permanente is aware of the significant impact that our organization has on the health of our communities as a consequence of our business practices including hiring, purchasing, and environmental stewardship. We have explored opportunities to align our hiring practices, our purchasing, our building and our environmental stewardship efforts with the goal of improving the conditions that contribute to health

in our communities. The following strategies are illustrations of the types of organizational business practices we implement to address priority health needs and contribute to community health and well-being:

- **Implement green business practices and building standards to address climate and health**, such as purchasing clean wind and solar energy; and renovating all buildings to meet “Kaiser Permanente brand” expectations around environmental stewardship and the built environment.
- **Implement food policies to address obesity/overweight** by supporting the spread of farmers markets.
- **Contribute toward supplier diversity in the community to address economic security** 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/service providers; working with community-based workforce development programs to support a pipeline for diverse suppliers/service providers; and building capacity in target neighborhoods/populations.
- **Develop the health care workforce to address access to care and economic security** by implementing health care workforce pipeline programs to introduce diverse, underrepresented school age youth and college students to health careers; partnering with local vocational schools, community colleges, workforce investment boards, or community-based workforce development programs to create pipelines from target communities; and providing workforce training programs to train current and future health care providers with the skills, linguistic, and cultural competence to meet the health care needs of diverse communities.

X. Evaluation Plans

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

XI. Health Needs Facility Does Not Intend to Address

The KFH-Moreno Valley planning team chose to select three health need categories and develop strategies to address them. This will allow KFH-Moreno Valley to focus efforts, and make a substantial impact in those priority areas. KFH-Moreno Valley will look for collaboration opportunities to address the health needs that are not selected where it can appropriately contribute to addressing those needs.

Economic security and transportation are upstream drivers of many other health issues, and has an indirect impact on nearly every health issue because people in poverty experience disproportionately worse health. KFH-Moreno Valley decided to infuse the strategies to address each of the top priorities with a focus on low-income populations.

Using the criteria described previously, health needs listed below were not identified as areas where KFH-Moreno Valley had unique assets to deploy. The needs were not identified high on magnitude and severity and/or they may not be more directly or immediately correlated with health outcomes (such as transportation or climate and health). Some of the health needs (such as diabetes and substance use) can also be addressed through a focus on other needs (such as obesity/overweight and mental health). Moreover, there are existing community partners and networks who are currently addressing some of these health priorities. The needs that will not be addressed are:

Transportation

Economic security

Climate and health

Cancer

Cardiovascular disease

Substance use and tobacco

Asthma

HIV and STIs

While this Implementation Strategy Report responds to the CHNA and Implementation Strategy requirements in the Affordable Care Act and IRS Notices, it is not exhaustive of everything we do to enhance the health of our communities. KFH-Moreno Valley will look for collaboration opportunities that address needs not selected where it can appropriately contribute, or where those needs align with current strategy and priorities.