



# 2022 Kaiser Permanente Community Health Snapshot

We live our mission every day through our commitment to improving the health of our communities.

# Living our mission

In 2022, as the world turned the corner on the COVID-19 pandemic, our community health investments built on partnerships established and lessons learned to improve health for individuals, communities, and the public at large.

Recognizing that individual health includes physical, mental, and social health, we stepped up our efforts to identify social needs in our communities and deepened partnerships to ensure those needs could be met with community resources. We leveraged our voice, our resources, and our community connections to drive changes to the policies, systems, and environments that can drive or thwart good health. We continued to provide financial relief to people in our communities struggling to access and pay for health care. And we advocated for local policies that help millions of people live longer, better lives in vibrant, prosperous cities across the country.

As we put the emergency phase of the pandemic behind us, our support for the nation's public health system involves redoubling our efforts to improve conditions for health and equity in our communities, and partnering to tackle the most significant health threats of our time – from poverty, hunger, and homelessness to climate change and gun violence.

This work is central to Kaiser Permanente's mission and demonstrates how we – as an organization – live our values each and every day.



A handwritten signature in white ink on a blue background, reading "Bechara Choucair, MD". The signature is stylized and includes a large loop at the end.

**Bechara Choucair, MD**

Senior Vice President and Chief Health Officer  
Kaiser Permanente

# Community health investment



At Kaiser Permanente, an important part of our mission is to improve the health of our members and communities. One way we do this is by providing high-quality health care. But, to achieve better health, people need more. They need to be able to meet their daily needs. They need a safe place to live, enough money to pay the bills, and access to healthy meals. And they need healthy communities. We invest in our communities to improve the conditions for health and equity. Our community investments and partnerships address the factors that impact health and well-being.

# COVID-19 and public health

2022 was the third year of the global COVID-19 pandemic. Kaiser Permanente continued outreach campaigns to encourage vaccination. We also continued to support community organizations, such as churches and barbershops, in their work to encourage vaccination. People are more likely to hear and understand messages delivered by people they know and trust.



We also developed guidance on when it's best for people to use COVID-19 home antigen tests versus in-person PCR lab tests. We shared this guidance with community partners so they could help spread the word.

During the COVID-19 pandemic, we've seen what can be accomplished when public, private, for-profit, and nonprofit organizations come together to protect and improve the health of communities. But the pandemic also exposed significant, long-standing gaps in our nation's public health system. These include an underfunded and patchwork infrastructure, a rapidly shrinking workforce of health care providers, and growing distrust of health institutions.

Investing in the resilience of our public health system is critical to promoting health equity and improving health and well-being in our communities. We worked closely with community partners to rebuild trust in public health, in part by strengthening public health communications capacity. In addition, we joined national leaders

across the health care, public health, academic research, and nonprofit sectors to outline ways to bolster the public health system. The result is a shared public health agenda, focused on 3 critical areas:

- **Public health and health care:** We're working in collaboration with AHIP, the Alliance of Community Health Plans, the American Hospital Association, and the American Medical Association to provide our nation's health care and public health systems with the tools, knowledge, and working relationships needed to respond together effectively in the event of a crisis.
- **Public health and community-based organizations:** Community organizations provide essential services to communities. They play a critical role in supporting community voices and responding to public health needs. We're working with the CDC Foundation to identify and spread best practices for making and maintaining connections between public health agencies and community organizations. Improved partnerships will help ensure people have access to more resources and receive better care.
- **Public health and research:** Our nation urgently needs better data on the impact and effectiveness of public health services. We're supporting AcademyHealth as it develops a new public health research agenda. Our shared goal is to find ways to improve our public health system.



# Gun violence

In the U.S., firearm injuries are the [leading cause of death](#) among children and teens. And gun violence is [one of the top causes of premature death](#) for people age 1 to 44. In 2021, firearms claimed more than 45,000 lives.

Gun violence is a public health crisis. At Kaiser Permanente, we're taking steps to prevent gun violence and educate people on its health implications.

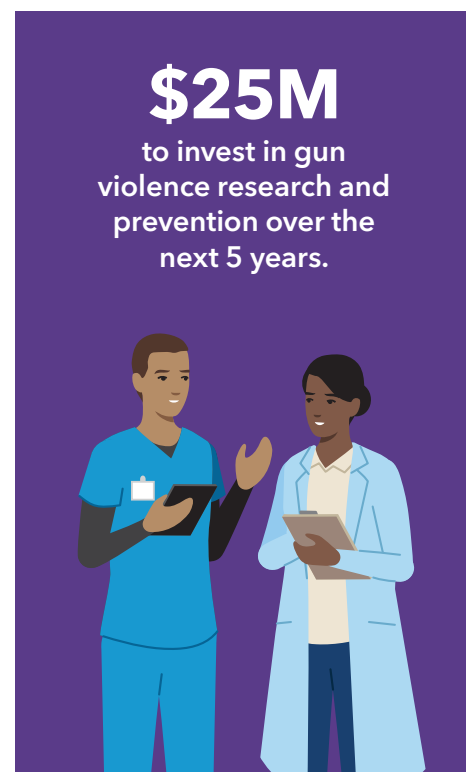
In 2018, we established the Kaiser Permanente Task Force on Firearm Injury Prevention. Through this task force, we supported research studies and the testing of firearm screening tools and counseling interventions. These approaches focus on how physicians and clinicians can help prevent firearm injuries.

In June 2022, we [launched a new Center for Gun Violence Research and Education](#). The center's goal is to reduce gun violence, including intimate partner violence and suicide. Through the center, we'll develop, test, and spread public health and health care solutions to address gun violence, including:

- **Research initiatives** focusing on solutions and interventions to gun violence, and the long-term psychological consequences of these incidents
- **Education** addressing the need to inform the public, health care stakeholders, businesses, policymakers, and community-based organizations about the role they can play in reducing gun violence and the consequences of gun violence

- **Innovation efforts** focusing on novel public health and health care processes, policies, and intervention models to prevent gun shootings, including between intimate partners and those that are self-inflicted

To advance these efforts, the center also will collaborate with other health care organizations, community-based organizations, and businesses with a shared interest in gun violence prevention.



We initially funded the center with \$1.3 million and, in December of 2022, we approved a major investment of \$25 million for gun violence research and prevention work over the next 5 years.

As an organization, we believe our knowledge, experience, and passion can help solve this critical public health challenge. And, together with all health care organizations, we must do more to prevent gun violence.

# Food and nutrition security



About 1 in 4 adults in the United States doesn't have access to enough nutritious food on a regular basis. It's called food insecurity. People with food insecurity have an increased risk of health conditions, such as diabetes, obesity, and heart disease. The wide-ranging chronic health issues driven by hunger are estimated to increase the cost of health care by \$160 billion each year.



Our **\$50M** investment will help support Food Is Medicine programs

We work to help the people in our communities so they can have access to, and can afford, healthy food. We do this by investing in our communities and forging innovative partnerships.

In 2022, we participated in the White House Conference on Hunger, Nutrition, and Health. To help the federal government with its plans to evolve the country's food and nutrition policy, we

shared how our programs and practices address food and nutrition insecurity. We also [pledged to invest \\$50 million](#) over the next several years in programs that help vulnerable people meet their food and nutrition needs.

Our \$50 million multiyear investment will help support Food Is Medicine, a national movement that recognizes the potential of food to help prevent and manage ongoing health conditions. In 2022, we supported 2 Food Is Medicine programs: medically tailored meals and produce prescriptions.

- Medically tailored meals are prepared meals delivered to people who have severe illnesses. The meals are designed to meet the unique health needs of each recipient. The aim is to improve people's health and help keep them out of the hospital.
- Produce prescriptions allow doctors to treat diet-related diseases, such as diabetes, with fruits and vegetables. Patients who receive produce prescriptions can "fill" them using vouchers at participating sites, including grocery stores and farmers markets.

# Access to care


Our Medicaid, Charitable Health Coverage, and Medical Financial Assistance programs improve access to high-quality care and coverage by serving people who have limited incomes and resources.

In 2022, we served nearly 1.4 million Medicaid and CHIP (Children’s Health Insurance Program) participants. CHIP provides low-cost health coverage to children in families that earn too much money to qualify for Medicaid. We also provided health care coverage to over 12,000 people with low incomes – and who don’t have access to other public or private health coverage – through our Charitable Health Coverage programs.

Our Medical Financial Assistance program covered over 319,000 patients, which amounted to more than \$433 million in medical costs in 2022. The program provides temporary financial assistance or free care to patients who have low incomes and are uninsured or underinsured, and who need help paying for all or part of their Kaiser Permanente medical care.

Kaiser Permanente works with health care safety net institutions that play a critical role in delivering health care for people who are uninsured and underserved. Our partnerships help ensure individuals who are most in need in our communities receive the right care, at the right times, in the right settings, from a diverse workforce. We do this by investing in quality improvement and supporting efforts to transform care and improve health access.

In 2022, we supported 87 safety net providers who in turn served tens of millions of individuals, including people who are uninsured or receive Medicaid and other vulnerable populations.



**1.4M**  
participants served  
through Medicaid and  
CHIP (Children’s Health  
Insurance Program).



# Economic opportunity

It's hard to be healthy when you don't have enough money to pay the bills. The COVID-19 pandemic impacted the financial well-being of many U.S. households. [Lower- and middle-income families](#) suffered most. Then, 2022 brought record levels of inflation, causing the prices of everyday goods and services to soar.

To strengthen economic opportunities, especially for those most in need, we focused on 4 key areas.



## Offering resources to help strengthen household finances

In 2022, we supported 410 organizations that help people with low incomes improve their household and business finances.

- Our Financial Health Initiative supported over 230,000 people to set financial goals, navigate public benefits, manage debt, and access safe financial products. We also supported more than 4,200 entrepreneurs to improve personal and business finances. The initiative also helped people take advantage of credit-building opportunities such as rent reporting. Rent reporting is the reporting of on-time rent payments to major credit agencies.

## Providing direct support to diverse small businesses in our communities

Through partnerships and policy activities in 2022, we provided over 9,000 entrepreneurs with technical assistance and business coaching. And we improved their access to capital through our community partnerships. Since starting these efforts in June 2020, we have helped more than 24,000 entrepreneurs – 78% of whom are people of color. These entrepreneurs helped retain or create over 27,000 jobs in our communities.

## Using our purchasing power to support diverse small businesses and promote employee ownership

Small businesses are critical to the success of our communities. So, when we need to buy goods and services including supplies for our hospitals, we focus on our purchasing power to buy from diverse small businesses. In 2022, we spent \$3.49 billion to help support businesses owned by people of color. In addition, we disbursed \$11.1 million to nonprofit organizations that help businesses owned by people of color and other diverse groups. We seek out businesses with missions and business practices that align with our own.

We further supported small businesses and their employees by launching the Business Resiliency Through Employee Ownership initiative. Employee ownership is a business arrangement in which no one person has a majority of shares or control over an organization. In many cases, it means a company grants its workers stock shares.



Many employee-owned companies report faster growth, less turnover, and greater recession resilience. Employees who share ownership in their company report greater income and wealth. So far, 2 of those businesses (representing 194 employees) have transitioned to employee ownership. Our initiative has educated over 1,000 Kaiser Permanente suppliers about the benefits of employee ownership.



## Expanding access to education and career pathways

Earning a degree, starting a new career, or advancing in a current role can be life-changing financially. But to get there, you have to know the right steps to take. We support programs and initiatives that provide clear education and career pathways, especially for people of color, who have historically faced gaps in income and earning potential.

- In 2022, our Futuro Health initiative helped 1,006 professionals graduate into allied health careers – 90% of graduates were people of color and 52% of graduates were bilingual.
- We awarded 12 fellowships to help launch the careers of diverse, early-career professionals who are committed to achieving health equity for all.
- We provided local grants to support more than 40,000 people in accessing opportunities for higher education and job training programs.



# Housing for health

Access to affordable housing continues to be a major need in our communities. Ongoing homelessness can have devastating effects on a person's long-term health – and it's a troubling reality for far too many people. In 2022, we continued to lead efforts to preserve affordable housing and end homelessness. We invested in solutions, shaped public policy, and formed innovative partnerships.



Affordable housing supports economic development and stability in our communities while improving conditions for health and equity on a broader scale. We created our Thriving Communities Fund in 2018 with a \$200 million impact investment to create and preserve affordable housing units in our communities, resulting in the construction and preservation of nearly 10,000 units. In 2022, we expanded our Thriving Communities Fund to \$400 million, with the goal of creating or preserving 30,000 units before 2030. The expansion also advances inclusive economic development in communities to address the systemic disadvantage and discrimination that underpin the housing crisis.

We also continued our partnership with Community Solutions, a nonprofit working to end homelessness. In the 2 states and 30 communities

where we partner, 14 communities have seen sustained reductions in homelessness. And 4 communities have achieved functional zero homelessness, meaning they've essentially ended homelessness.

Addressing homelessness is about more than finding housing for people in need. It's also about finding ways to support people as they manage their health conditions. Medical respite programs do just that. They offer short-term housing and medical care for people who are too ill or frail to recover on the streets from an illness or injury but not ill enough to be hospitalized. In partnership with the National Institute for Medical Respite Care, we partnered with the Stout Street Recuperative Care Center in Denver as part of a larger effort to support medical respite providers in our communities.

We're proud to have connected over 180,000 people without housing to medical respite care programs, virtual and telehealth care, and other services that address their mental, physical, and social health needs.



# Environmental stewardship



In 2022, we continued to take a leadership role in protecting the environment. Climate-related impacts on health are significant. So, our actions to help slow climate change and limit its effects are an important way we promote the health of our members and communities.

Our work also supports health equity. While climate change poses a health threat for everyone, people of color and people who live in low-income communities are at greater risk.

Throughout the year, we extended our climate leadership by partnering with key stakeholders in many industries, including finance, business, energy, conservation, education, and public policy.

We committed to significantly reducing our greenhouse gas emissions. Greenhouse gases trap heat in our planet's atmosphere and contribute to climate change. We've been carbon neutral since 2020, and by 2030, we are on target to reduce our emissions by 50%. We're aiming to reach net-zero emissions by 2050. As part of this commitment, we signed the Department of Health and Human Services' climate pledge, which



**We're aiming to reach net-zero emissions by 2050.**

encourages the health sector to take action to reduce emissions.

We discussed climate change and its impact on disadvantaged communities with key leaders. We were proud to host Admiral Rachel Levine, MD, assistant secretary for health for HHS, as part of our "Getting to Net Zero: The Health Equity Imperative" climate-focused event. The event focused on the reasons why the health sector must commit to net-zero emissions to improve health and advance health equity.

We convened a roundtable of private and public sector leaders during Climate Week NYC to discuss prioritizing health equity in our actions to combat climate change. And we were recognized as the eighth-largest U.S. corporate solar user by the Solar Energy Industries Association.

Review California [AB 1305 compliance disclosures](#) on our greenhouse gas emissions reduction efforts.

# Thriving Schools

Our Thriving Schools initiative supports K-12 school systems in being equitable, healthy, and vibrant places for all. We partner with schools and districts across the country, helping to ensure that teachers, staff, and students have the support they need to thrive – in learning and in health.

Our comprehensive approach, which includes the Resilience in School Environments initiative, known as RISE, continued to help schools and districts support the mental health and well-being of students, staff, and teachers. In 2022, we delivered support to over 4,000 existing school and district partners and engaged 1,135 new schools to adopt strategies and practices that foster positive and healthy school environments.

Our Educational Theatre Program served over 125,000 students and adults in 2022, offering no-cost theatrical programs that engage and inspire students, teachers, and staff to make healthy choices. These award-winning virtual performances and workshops address important

health topics that enhance our comprehensive approach to improving social health, mental health, and resilience.

We advanced our work with the National Healthy Schools Collaborative by providing grant support to key partners to strengthen our initiatives that help physical, mental, and social health. This work is essential because it allows us to expand and innovate policies and best practices that transform K-12 education.

We delivered support to over 4,000 existing school and district partners.



# CityHealth



CityHealth, Kaiser Permanente’s collaboration with the de Beaumont Foundation, advances a package of tried and proven policy solutions that help millions of people live longer, better lives in vibrant, prosperous communities. CityHealth’s policy recommendations are supported by experts and have a track record of bipartisan support.



In its annual policy assessment, CityHealth rates the nation’s 75 largest cities on best practices in prevention-oriented policies that benefit health, well-being, and quality of life – and issues

medals to cities that support the health of their communities. For 2022, 37 of 75 cities (49%) earned an overall citywide medal – either bronze, silver, or gold. Of those, 2 exemplary cities, Boston and Denver, earned citywide gold medals. Nearly 39 million people live in a city that earned a citywide medal. And, in areas where Kaiser Permanente provides care and coverage, 70% of cities earned a citywide medal.

CityHealth’s policy package includes recommendations for affordable housing trusts; street planning, design, and maintenance; earned sick leave; eco-friendly purchasing; flavored tobacco restrictions; green spaces; healthy food purchasing; healthy rental housing; high-quality, accessible pre-K; legal support for renters; safer alcohol sales; and smoke-free indoor air.

We’ll continue to partner with CityHealth in 2023 to help more cities achieve gold medal status, benefiting their residents’ health and well-being.

# Health research

At Kaiser Permanente, our researchers make discoveries that improve health and well-being for all. Research is a vital way we strive to improve the health of our communities.

We're uniquely positioned to conduct research due to our large member base and integrated electronic health record system. Our electronic health record system allows our researchers to track data from many of the same members over years and even decades. Our researchers can better understand health risks, improve patient outcomes, and inform policies and practices.



# Graduate medical education



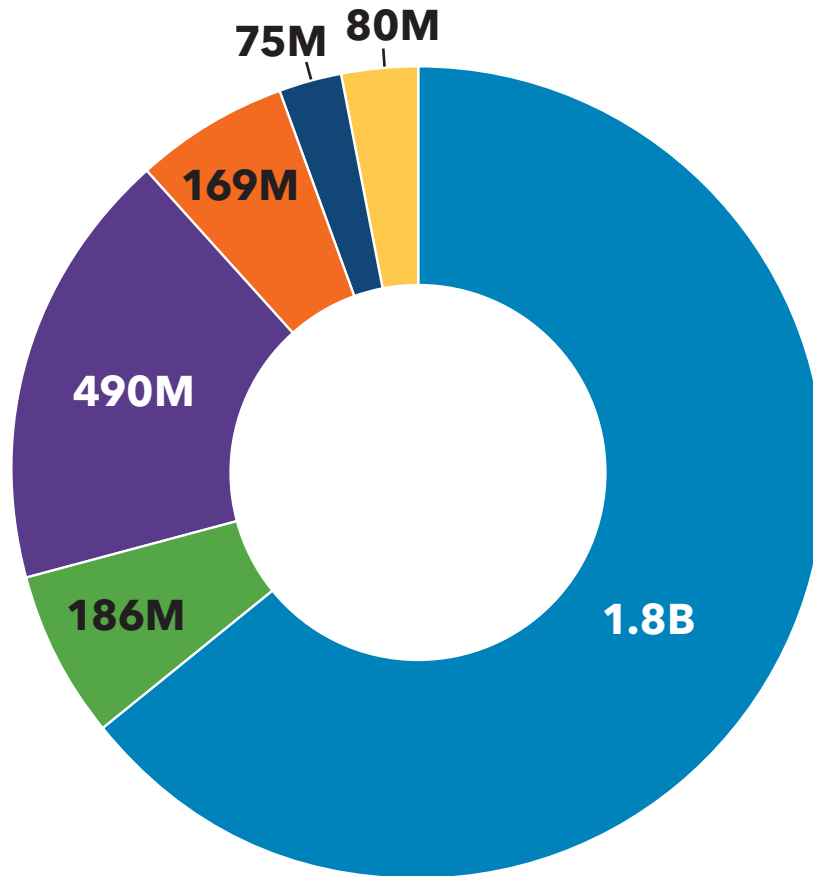
We're planning for the future by offering training opportunities to medical residents and interns. Our programs attract medical school graduates from across the United States. Residents and interns get academic training and exposure to the benefits of our integrated model, which combines care and coverage.

Residents and interns also get the chance to work with a large, culturally diverse member and patient base. They get to experience our connected care model, in which all our care teams are connected – to our members and each other – through our electronic health record system. Our medical residents are studying within the primary care medicine areas of family practice, internal medicine, ob-gyn, pediatrics, preventive medicine, and psychiatry.

# Total community health investment

**\$2.8 billion**

Total community investment



**\$1.8B**

Medicaid and other government programs

**\$490M**

Charitable coverage and care

**\$75M**

Research

**\$186M**

Grants and donations

**\$169M**

Health professions education

**\$80M**

Other

# Social health initiative



Good health requires more than just great health care. Everyone needs a safe place to live, healthy food, enough money to pay the bills, and strong social connections. These social factors powerfully influence health outcomes on an individual level. It's called social health – the ability to meet your basic needs – and it's essential to total health. Our focus on social health strives to make community resources easily accessible to our members and complements our broader work to build healthier communities.

## Screening for social needs and offering help

To understand and help address our members' social health needs, we routinely screen them for social factors influencing their health. In 2022, we

screened more than 2 million members for social needs and referred 170,000 people to resources.

We also began using digital screenings to reach even more members. For digital screenings, we send members an online questionnaire they can complete in the privacy and convenience of their homes. The questionnaire asks questions such as "How hard is it for you to pay your rent?" and "Did you worry about food running out recently?" Answers are captured in their electronic health records. Members and the public alike can use the [Kaiser Permanente Community Support Hub](#) to access services dedicated to ensuring their social needs are met and that they can achieve good health. It includes an online community resource directory and call center for people who need help finding local social services and community-based programs in their areas.

We promoted our online community resource directory and dedicated phone line widely in 2022. We sent emails and texts to more than 7 million members to raise awareness of the free services available to them. The emails and texts offered people help connecting to programs for food assistance, internet discounts, and other vital assistance programs.





## Targeted outreach to support vulnerable members

While digital solutions allowed us to offer support to more members in 2022, we also created campaigns focusing on specific at-risk populations.

When the Pacific Northwest experienced record high temperatures in August 2022, we connected some of our most vulnerable members in the area to extreme heat resources. We reached out to members enrolled in Medicaid and members most at risk for heat-related illnesses. We screened them for social health needs and referred those in need to community resources. And we connected eligible members to regional programs giving out free, portable air conditioners. Our outreach effort helped provide over 300 air-conditioning units to members.

A similar outreach campaign in 2022 helped members with low incomes and housing concerns connect to local legal aid organizations for free representation, consultation, and advice. And we connected members with low incomes to free tax-filing services offered through GetYourRefund.org. Through this campaign, 565,000 Kaiser Permanente members were offered access to an easy tax filing tool. As a result, 162 households received a total of more than \$537,000 in tax refunds.

## Food and nutrition security

The connection between nutrition and a person's health is clear. So, we work to help our members and our communities have access to, and afford, healthy food.

In 2022, we reached out to over 1 million members to offer help applying for the Supplemental Nutrition Assistance Program and we contacted select members for the Special Supplemental Nutrition Program for Women, Infants, and Children.

We also provided free, nutritionally balanced meals to members who needed to isolate after a positive COVID-19 test. Through our Produce Rx program, we provided healthy food boxes and nutrition education to more than 7,000 members who had diabetes and were facing challenges getting enough healthy food.



## Housing assistance

In 2021, we launched Project Home. Under the initiative, our care teams connect patients without housing to local organizations that can help them secure permanent housing. They also get connected to mental and physical health services as needed. In 2022, we made 389 total Project Home referrals. Thanks to this program and our trusted community-based organizations, 100 members, patients, and their families are on the path to safe, stable housing.

To help prevent evictions, we supported our members with medical-legal partnerships. In 2022, we provided [housing-related legal support](#) to approximately 980 Kaiser Permanente members, patients, and their families. Members of our care teams are trained in spotting legal issues that could potentially impact a patient's health. This especially includes housing-related legal concerns, such as evictions. When an issue is identified, the patients get a referral and can receive legal help at no cost.

We currently have medical-legal partnerships in Baltimore, Maryland; Portland, Oregon; Sacramento and Vallejo, California; and Oahu, Hawaii. We plan to launch additional partnerships in Denver and Los Angeles in 2023.

# Read more about our work

## COVID-19 and public health

- [Donated supplies keep community organizations pandemic-ready](#)
- [Improved public health relies on stronger partnerships](#)

## Gun violence

- [Gun violence is a public health crisis. A preventable one.](#)
- [Leadership and innovation to prevent gun injuries and deaths](#)
- [Talking about gun safety can help keep kids safe](#)

## Economic opportunity

- [Scholarships support students pursuing health care careers](#)
- [Rent reporting can help millions build credit and thrive](#)
- [Connecting people to financial coaching](#)
- [Grants help AAPI communities and businesses](#)
- [Helping small businesses thrive during the COVID-19 pandemic](#)

## Housing for health

- [Doubling affordable housing, economic opportunity investment](#)
- [A shared goal: Ending homelessness in California](#)
- [Homeless and sick: medical respite centers offer vital care](#)

## Thriving Schools

- [Strengthening our support for educators](#)
- [These winning schools share their secrets to healthy learning and success](#)

## CityHealth

- [Denver earns an overall gold medal](#)

## Environmental stewardship

- [Targeted relief during dangerous temperatures](#)
- [Decarbonizing the health care sector](#)
- [Supporting Colorado wildfire, disaster relief and recovery](#)

## Social health

- [Social health help is just a click or call away](#)
- [Good health requires more than health care](#)
- [Improving nutrition, reducing hunger, advancing health](#)
- [Targeted relief during dangerous temperatures](#)



# Leadership

## **Greg A. Adams**

Chair and Chief Executive Officer  
Kaiser Foundation Health Plan, Inc  
Kaiser Foundation Hospitals

## **Bechara Choucair, MD**

Senior Vice President and Chief Health Officer  
Kaiser Foundation Health Plan, Inc.  
Kaiser Foundation Hospitals

## **Community Health Committee of the Boards of Directors Kaiser Foundation Health Plan, Inc. Kaiser Foundation Hospitals**

**Ramón F. Baez Chair**  
Richard P. Shannon, MD

**Regina M. Benjamin, MD, MBA**  
Vivek Sharma

**Jenny J. Ming**

## **Community Health National Leaders as of July 2023**

**Stephanie Ledesma**  
Vice President  
Community Health

**Anand Shah**  
Vice President  
Social Health

## **Community Health Regional Leaders as of July 2023**

**Carla Costa-Sandine**  
Kaiser Permanente  
Washington

**Cynthia Cifuentes**  
Kaiser Permanente  
Mid-Atlantic States

**Elizabeth Edwards**  
Kaiser Permanente  
Northwest

**Christina Hause**  
Kaiser Permanente  
Hawaii

**Yvette Radford**  
Kaiser Permanente  
Northern California

**Charmaine Ward-Millner**  
Kaiser Permanente  
Georgia

**Amy Whited**  
Kaiser Permanente  
Colorado

**John Yamamoto**  
Kaiser Permanente  
Southern California