



Kaiser Permanente West Los Angeles Medical Center

2025 Community Benefits Plan

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1. Introduction

a. Kaiser Permanente's Mission Statement

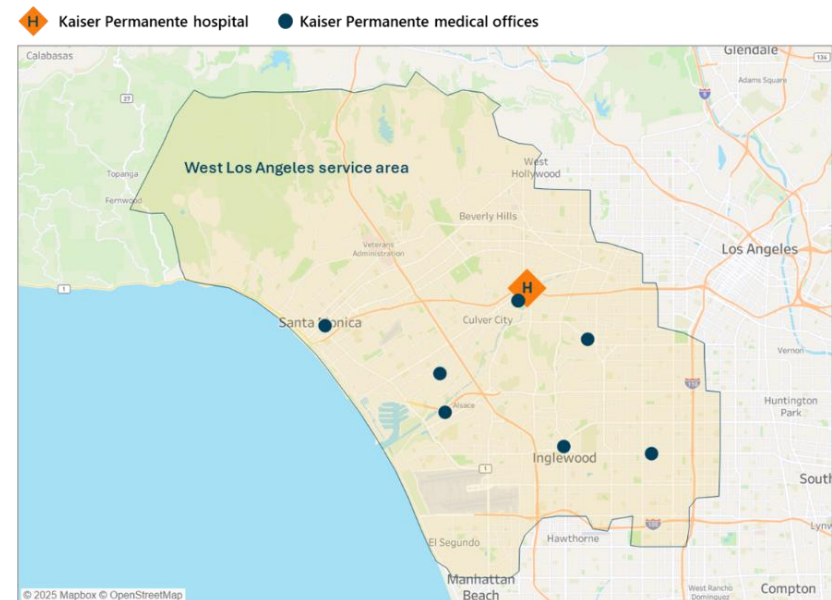
Kaiser Permanente is an integrated health care delivery system comprised of Kaiser Foundation Hospitals, Kaiser Foundation Health Plan, and physicians in the Permanente Medical Groups. We are recognized as one of America's leading health care providers and nonprofit health plans.

Founded in 1945, Kaiser Permanente has a mission to provide high-quality, affordable health care services and to improve the health of our members and the communities we serve. We currently serve nearly 12.6 million members in 8 states and the District of Columbia.

Care for members and patients is focused on their total health and guided by their personal Permanente Medical Group 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. Definition of the Community

Kaiser Permanente defines the community served by a hospital as those individuals residing within its hospital service area. The Kaiser Permanente West Los Angeles Medical Center hospital service area includes residents in a defined geographic area surrounding the hospital and does not exclude low-income or underserved populations.



2. Community Health Needs Assessment (CHNA)

a. Approach to CHNA

Every three years Kaiser Permanente West Los Angeles Medical Center conducts a community health needs assessment (CHNA). The CHNA process is driven by Kaiser Permanente's commitment to improve health equity and is intended to be transparent, rigorous, and collaborative. Our Community Health team has identified and prioritized needs unique to our service area, based on community-level quantitative data and input from those who represent the broad interests of the community. We prioritize health equity in our CHNA process — including the data collection and analysis stages — and we are committed to gathering community perspectives on the impact of social health factors and health disparities. To meet this commitment, we engage with other hospitals, public health, and community organizations committed to advancing health for vulnerable populations.

To view or download the Kaiser Permanente West Los Angeles Medical Center CHNA report and three-year Implementation Strategy (IS), please refer to Kaiser Permanente Community Health Needs Assessments (<https://www.kp.org/chna>). The IS also will be filed with the Internal Revenue Service using Form 990, Schedule H.3.

b. Community Engagement in Development of the Plan

Kaiser Permanente's approach to CHNA prioritizes collecting qualitative data primarily through key informant interviews with individuals representing the broad interests of the community, including expertise in public health and knowledge about challenges affecting those disadvantaged by their social or economic status, geographic location, and environment. The key informant selection process aims to represent a range of community voices across all populations in that community, especially vulnerable populations. In the most recent CHNA process key informants included leaders from organizations representing local, state, and/or tribal public health, key sectors engaged in solutions (e.g., housing, economic opportunity), and those serving specific communities (e.g., people with disabilities, people who are unhoused).

As part of the CHNA process, Kaiser Permanente considers both quantitative and qualitative data to inform the prioritization of health needs for a community. Community voice through qualitative data is weighed highly in the prioritization process, above quantitative measures. In addition, Kaiser Permanente is committed to partnering with hospitals, local and tribal public health agencies, and community organizations to understand needs and advance health and health equity in the communities we serve.

Kaiser Permanente also developed a free, web-based data platform that provides access to a core set of 85 publicly available indicators using the County Health Rankings population health framework, which emphasizes social and environmental determinants

of health. The public is able to view and download information from the [Community Health data platform \(https://public.tableau.com/app/profile/kp.chna.data.platform/viz/2025CommunityHealthNeedsDashboard/1a_StartHere\)](https://public.tableau.com/app/profile/kp.chna.data.platform/viz/2025CommunityHealthNeedsDashboard/1a_StartHere).

Kaiser Permanente West Los Angeles Medical Center collaborates with other local hospitals.

Hospitals that collaborated on the CHNA: Kaiser Permanente Downey Medical Center, Kaiser Permanente South Bay Medical Center

For a full list of consulted community stakeholders, refer to Appendix B. Community Input of the 2025 CHNA.

c. List of Prioritized Needs

In the 2022 Implementation Strategies, Kaiser Permanente West Los Angeles Medical Center prioritized the following significant health needs, in priority order:

1. Housing: Housing costs have soared in recent years with many families struggling to afford housing. Slightly over a quarter of residents (25.9 percent) in the West Los Angeles service area have housing costs that are greater than 50 percent of their income. The scarcity of affordable housing has led to severe overcrowding. Vulnerable populations are the most likely to live in cost-burdened households and face housing instability. According to community leaders, seniors and youth are also at risk of experiencing housing insecurity. Community leaders also shared that homelessness is a huge concern throughout Los Angeles, and many noted the interconnectedness between homelessness, mental health, and substance use. In addition, they also discussed seeing more unhoused families, generational homelessness, and unhoused seniors. Local experts identified Project Homekey as an effective strategy to provide housing for unhoused individuals and those at risk of homelessness.

2. Income & employment: The unemployment rate in the West Los Angeles service area exceeds the state (17 percent compared to 16 percent). In addition to having a higher unemployment rate, the West Los Angeles service area also has a poverty rate that is greater than that of the state (17 percent versus 13 percent). Those who do not have enough resources to meet daily needs such as safe housing and enough food to eat are likely to experience health-harming stress and die at a younger age. In South Los Angeles (South LA) neighborhoods, some residents lack the skills to navigate the workforce to acquire employment. They also explained that with a lack of new businesses or investments coming to the South LA area, there are limited job opportunities. Additionally, many existing opportunities are part-time and/or do not provide employment benefits. Community experts identified the following as barriers

to obtaining better paying jobs: transportation, commute time/mileage, immigration status, childcare needs, and limited training/education.

3. Access to care: Having health care coverage is the first step to accessing high-quality health care services, with uninsured individuals being less likely to have a regular source of care, receive preventive services and more likely go without treatment or follow-up care. Compared to the state, the West Los Angeles service area has higher percentage of residents who are uninsured (7.5 percent versus 9.1 percent). Within the West Los Angeles service area, communities with a higher percentage of vulnerable populations tend to have higher percentage of residents who are uninsured. Insurance by itself does not guarantee access to appropriate care, since many community members experience barriers related to language, lack of health education, limited access to technology, transportation options, and differential treatment based on race as well as access to fewer health care resources.

4. Mental & behavioral health: Mental health affects all areas of life, including a person's physical well-being, ability to work and perform well in school and to participate fully in family and community activities. Pre-COVID-19 pandemic data showed that depression rates within the West Los Angeles service area varied by Service Planning Area (SPA), with SPAs 4 and 5 having high rates of adults with current depression and SPAs 4 and 6 having high rates of adults at risk for major depression. Mental and behavioral challenges such as anxiety, depression, and suicide ideation are on the rise due to the COVID-19 pandemic. Community representatives noted how the pandemic has "been superimposed on generational trauma that communities have experienced", amplifying the impact of the COVID-19 pandemic on vulnerable populations. The COVID-19 pandemic has also had a negative impact on youth and seniors' mental well-being. Communities across the country are experiencing a critical lack of capacity to meet the increased demand for mental health services.

5. Structural inequities: In the West Los Angeles service area, health disparities vary by SPAs, and more than 50 percent of the community identifies as a vulnerable population. Within SPA 6, 95 percent of community residents identify as a vulnerable population compared to 32 percent in SPA 5. Data shows that SPA 6 residents have lower educational attainment, higher poverty rates, lower insurance rates, higher percentage of infants being born preterm (i.e., born before 37 weeks of gestation), higher percentage of infants born at low birthweight (i.e., infant born weighing less than 2,5000 grams), higher prevalence of diabetes and hypertension than SPA 5 residents.

6. Food insecurity: Many people do not have enough resources to meet their basic needs, including having enough food to eat to lead an active, healthy life. Vulnerable populations have higher than average rates of food insecurity; disabled adults may also be at high risk because of limited employment opportunities and high health care expenses. Even though the West LA service area as a

region has lower Supplemental Nutrition Assistance Program (SNAP) enrollment rates than the county and state, zip-code level data show that some communities have higher SNAP enrollment rates than the state average. Some of the communities with the highest SNAP enrollment rates include Athens, Baldwin Hills/Crenshaw, Hyde Park/View Park/Windsor Park, Inglewood, Jefferson Park, South Central, and West Adam have higher SNAP enrollment rates than the state. Community experts identified language barriers, transportation needs, limited access to grocery stores, cost of food, and lack of awareness of existing resources (e.g., food banks, food distribution events) as barriers to food access.

d. Health Needs Identified but Not Addressed

The significant health need identified in the 2022 CHNA that Kaiser Permanente West Los Angeles Medical Center does not plan to address is shown below, along with the reasons for not addressing that need.

Kaiser Permanente West Los Angeles Medical Center addressed all of the significant needs identified in the 2022 CHNA.

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 [2022 CHNA Report and the 2023-2025 Implementation Strategy Report](http://www.kp.org/chna) (<http://www.kp.org/chna>).

e. Activities Taken to Address the Needs of the Community

The following are the health needs Kaiser Permanente West Los Angeles Medical Center addressed during the 2023-2025 Implementation Strategy period.

All Kaiser Foundation Hospitals planned for and drew on a broad array of resources and strategies to improve the health of our communities. Resources and strategies deployed to address the identified health needs of communities include grantmaking, in-kind resources, and collaborations with community-based organizations such as local health departments and other hospital systems. Kaiser Permanente also leverages internal programs such as Medicaid, charitable health coverage, medical financial assistance, health professional education, and research to address needs prioritized in communities. Grants to community-based organizations are a key part of the contributions Kaiser Permanente makes each year to address identified health needs, and we prioritize work intended to reduce health disparities and improve health equity. In addition to contributing financial resources, we leveraged assets from across Kaiser Permanente to help us achieve our mission to improve the health of communities. The table below highlights a partial list of key grantmaking, collaborations, and partnership activities undertaken in 2025 to address community needs identified in

the 2023–2025 Implementation Strategy period. Refer to the table in the Financial Summary section for financial investments made towards addressing the prioritized community needs. Additionally, Kaiser Permanente SCAL provided significant contributions to the California Community Foundation (CCF) in the interest of funding effective long-term, strategic community benefit initiatives. These CCF managed funds are not included in the financial totals for 2025.

Housing			
Name of Community Partner	Title of Grant/Partnership	Service Areas Impacted	Description
National Health Care for the Homeless Council	Strengthening Recuperative Care services in Southern CA through knowledge sharing, policy changes, and care transitions	All Licensed Hospitals	National Institute for Medical Respite Care strengthened the recuperative care system across Southern California by expanding the L.A. Recuperative Care Learning Network to four surrounding counties, developing standardized protocols for integrating ADL assistance into recuperative care programs, advocating for state policy alignment, and building referral networks with skilled nursing facilities and short-term post-hospitalization housing, creating a more cohesive and equitable continuum of care for unhoused patients transitioning out of hospitals.
Golden State Recuperative Care	GSRC ADL Pilot Program Participation	Downey; Los Angeles; South Bay; West Los Angeles	Golden State Recuperative Care expanded access to recuperative care for unsheltered individuals with Activities of Daily Living needs in Los Angeles County by staffing a Licensed Vocational Nurse and Certified Nursing Assistant to coordinate and deliver direct caregiving services, addressing a critical gap that has historically prevented homeless individuals with physical disabilities from being placed in recuperative care settings following hospitalization.
The People Concern	SOLAR Recuperative Care	Downey; Los Angeles; South Bay; West Los Angeles	The People Concern improved health outcomes and recovery for homeless individuals at its SOLAR recuperative care program by adding an on-site laundry facility and a second case

			manager, strengthening the program's capacity to deliver coordinated wellness checks, medication support, wound care, behavioral health services, and primary care connections that reduce hospital readmissions and support long-term stability for clients with complex health needs.
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Income & Employment			
Name of Community Partner	Title of Grant/Partnership	Service Areas Impacted	Description
Economic Development Corporation of Los Angeles County	Together for LA Coalition - Economic Recovery and Resilience Infrastructure Program	Los Angeles; West Los Angeles	LAEDC's Together for LA Coalition built a permanent, equitable economic recovery infrastructure for Los Angeles County in the wake of the 2025 Eaton and Palisades fires by creating a countywide partner network, deploying real-time needs assessments, and delivering targeted technical and financial assistance to small businesses, workers, and historically underserved communities impacted by one of the most destructive disasters in the region's history.
Asian American Drug Abuse Program, Inc.	Health Careers Program	Downey; Los Angeles; South Bay; West Los Angeles	Asian American Drug Abuse Program expanded access to healthcare career pathways for underrepresented residents of South Los Angeles by providing targeted outreach, enrollment support, individualized employment planning, and comprehensive case management to help disadvantaged individuals complete vocational nursing and nursing assistant training programs, addressing both the region's high unemployment rates and the urgent demand for a more diverse and skilled healthcare workforce.

California WIC Association	Improving Access: Streamlining Referrals and WIC Enrollment	All Licensed Hospitals	California WIC Association expanded access to the WIC program for eligible but unenrolled families across California by streamlining electronic referral systems, supporting Memoranda of Understanding between WIC local agencies and Medi-Cal managed care plans, and advancing policy and systems improvements that reduce enrollment barriers for pregnant individuals and young children, addressing a coverage gap of hundreds of thousands of eligible Californians who are missing out on a program proven to improve birth outcomes and reduce healthcare costs.
Communities Lifting Communities	Impact Purchasing in Health Care Initiative	Anaheim_Irvine; Baldwin Park; Downey; Fontana_Ontario; Los Angeles; Moreno Valley; Panorama City; Riverside; South Bay; West Los Angeles; Woodland Hills	Communities Lifting Communities advanced health equity and economic resilience across Southern California by building hospital capacity for inclusive procurement, expanding regional data collection on supplier diversity, and strengthening cross-sector collaboration through the Regional Impact Purchasing Collaborative, creating pathways for local and diverse-owned businesses to access hospital supply chains and driving economic investment in vulnerable populations.
Mar Vista Family Center	MVFC Preschool Nutrition Program	West Los Angeles	Mar Vista Family Center's Preschool Nutrition Program improved the health and eating habits of Latino children and families in Los Angeles by delivering nutrition education and training to parents on child development and healthy food preparation, addressing the poverty, language barriers, and lack of access to preventive care that disproportionately affect the community's long-term health outcomes.
Jenesse Center, Inc.	Workforce Development and Supporting	West Los Angeles	Jenesse Center empowered domestic violence survivors to achieve long-term self-sufficiency and well-being through its Workforce

	Services for Survivors of Domestic Violence		Development program, providing vocational education, employment training, and career guidance to clients who are predominantly unemployed and need economic independence as a foundation for escaping abuse and rebuilding their lives.
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Access to Care			
Name of Community Partner	Title of Grant/Partnership	Service Areas Impacted	Description
County of Los Angeles Department of Public Health	Southern California Community Health Outreach	Baldwin Park; Downey; Los Angeles; Panorama City; South Bay; West Los Angeles; Woodland Hills	Los Angeles County Department of Public Health improved healthcare access for vulnerable and low-income families across Los Angeles County by delivering culturally responsive outreach, one-on-one enrollment assistance, healthcare navigation support, and recertification services, addressing the systemic and individual barriers that prevent underserved communities from accessing, understanding, and retaining the healthcare coverage they need.
The California Health Care Safety-Net Institute	Safety Net Organizational Capacity Building	All Licensed Hospitals	The California Health Care Safety Net Institute supported efforts to strengthen public health care systems by providing peer learning, technical assistance, expert access, and collaboration with the Department of Health Care Services, while also building its internal capacity to collect and analyze system data through the development of a data warehouse.
Southside Coalition of Community Health Centers	Safety Net Organizational Capacity Building	Downey; South Bay; West Los Angeles	Southside Coalition of Community Health Centers expanded organizational capacity to support its member health centers serving nearly 300,000 patients annually in South Los Angeles by strengthening health coverage

			education, outreach and enrollment, patient navigation, and quality improvement services, protecting access to care for low-income, uninsured residents in the region with the highest poverty and uninsured rates in Los Angeles County.
California School-Based Health Alliance	Expanding Capacity of School-Based Health & Wellness Centers Through California, NCAL - Grants splits with SCAL	All Licensed Hospitals	California School-Based Health Alliance strengthened the capacity of Local Education Agencies and community-based health organizations to deliver health and mental health services in California schools by providing training, technical assistance, and regional coalition support, expanding school-based health and wellness centers in areas of greatest need while centering youth voice through peer-led health advocacy convenings.

Medi-Cal

Kaiser Permanente provides coverage to Medi-Cal members in 22 counties in California through both direct contracts with the Department of Health Care Services (DHCS), and through delegated arrangements with other Medi-Cal managed care plans (MCPs). Kaiser Permanente also provides subsidized health care on a fee-for-service basis for Medi-Cal beneficiaries not enrolled as KFHP members. Reimbursement for some services is usually significantly below the cost of care and is considered subsidized care to non-member Medi-Cal fee-for-service patients.

Community Health Coverage Program (CHCP)

Kaiser Permanente’s CHCP provides health care coverage to people who have low-income and don’t have access to other public or private health coverage. CHCP enrolls qualifying individuals in a Kaiser Permanente Individual and Family Health Plan. Through CHCP, members’ monthly premiums are subsidized, and members do not have to pay copay or out-of-pocket costs for most care at Kaiser Permanente facilities. Through CHCP, members have a medical home that includes comprehensive coverage, preventive services and consistent access through the “front door” of the health delivery system.

Medical Financial Assistance (MFA)

Kaiser Permanente’s Medical Financial Assistance program (MFA) improves health care access for people with limited incomes and resources and is fundamental to Kaiser Permanente’s mission. Our MFA program helps patients who are low-income, uninsured, or underinsured cover the costs of care. The program provides temporary financial assistance or free care to patients who receive health care services from our providers, regardless of whether they have health coverage or can’t afford to pay.

Mental & Behavioral Health			
Name of Community Partner	Title of Grant/Partnership	Service Areas Impacted	Description
Young Mens Christian Association of Metropolitan Los Angeles	Building Resilient Youth Program for South LA & Harbor Gateway Teens	West Los Angeles	Los Angeles Y expanded mental and behavioral health support for underserved youth in South LA, Harbor Gateway, and surrounding communities by providing mentorship, peer support groups, and resilience-building activities, addressing the disproportionate exposure to trauma, poverty, and social isolation that places young people in these neighborhoods at heightened risk for anxiety, depression, and untreated mental health challenges.
Public Health Institute	Cypress Resilience Project: Learning Community and Support for CA Youth Mental Health Initiative Grantees	All Licensed Hospitals	Cypress Resilience Project strengthened organizational capacity and staff well-being by facilitating monthly learning communities, delivering professional development workshops on trauma, grief, and mental health, and providing management coaching to leaders navigating vicarious trauma and burnout, ensuring that frontline organizations serving young people had the resilience, skills, and peer support needed to sustain and deepen their impact.
Wise & Healthy Aging	WISE Wellness Project	West Los Angeles	Wise and Healthy Aging reduced social isolation and improved quality of life for older adults by integrating Peer Counseling support groups into its senior center activities, providing structured social connection and emotional support for seniors in Los Angeles where 43% of older adults experience isolation linked to living alone, loss of loved ones, and chronic illness that dramatically increases risks for cognitive decline and premature mortality.

Special Needs Network, Inc.	Expanding Access to Mental and Behavioral Health Support for Underserved Youth and Families	West Los Angeles	Special Needs Network expanded community-based behavioral health services for youth with developmental disabilities and their families in underserved Los Angeles communities by providing behavior technician services, BCBA oversight, and parent advocate training, addressing the significant barriers of long waitlists, stigma, language differences, and provider shortages that prevent many families from accessing the culturally competent support their children need.
California Black Women's Health Project	CABWHP Core Support	West Los Angeles	California Black Women's Health Project engaged in community assessments, outreach, and commitment to address growing health disparities in low-income Southern California communities, focusing on the rising burden of mental health challenges, substance use, Alzheimer's disease, and chronic conditions where access to resources, education, and support remains critically limited.
Young Men's Christian Association of Metropolitan Los Angeles	Men's Monthly Healing Circle	West Los Angeles	Antelope Valley Family YMCA expanded educational programming for low-income and underserved youth in Palmdale, Lancaster, and Leona Valley by providing high-quality early learning, after-school homework support, and STEM-focused day camp enrichment, addressing the systemic barriers to academic success in a region where nearly 20% of residents live below the poverty line and access to affordable enrichment opportunities is severely limited.

Structural Inequities			
Name of Community Partner	Title of Grant/Partnership	Service Areas Impacted	Description

Community Development Technologies Center	South Los Angeles Health Outreach and Referral Project	West Los Angeles	Community Development Technologies Center conducted targeted health and well-being needs assessments in South Los Angeles's low-income neighborhoods through trained community resident outreach workers, connecting over 300,000 vulnerable residents to critical resources and building a community-based understanding of the health, economic, and social service gaps facing one of Los Angeles's most historically under-resourced communities.
Community Coalition For Substance Abuse Prevention & Treatment	Building Safer Communities: Organizing for Public Health in South LA	West Los Angeles	Community Coalition advanced public health and neighborhood well-being in key South Los Angeles communities by organizing residents around nuisance abatement and community development, facilitating house meetings and community gatherings that empowered residents to transform blighted sites into community-centered resources and address the environmental health conditions that degrade quality of life and health indicators in the area.
Strategic Concepts in Organizing and Policy Education (SCOPE)	Building Community Health in South LA	West Los Angeles	SCOPE advanced community health in South Los Angeles by organizing residents to expand access to clean air, water, and affordable housing through civic engagement, emergency response, and community-led advocacy, addressing the chronic underinvestment and rising utility burdens that contribute to significant health, housing, and infrastructure challenges facing residents in one of Los Angeles's most underserved communities.

Food Insecurity			
Name of Community Partner	Title of Grant/Partnership	Service Areas Impacted	Description

Feeding America	Healthy Food, Healthy Futures: Increasing Access to Fresh Produce, Protein, and Dairy, PO – Grants splits with	Anaheim_Irvine; Baldwin Park; Downey; Kern; Los Angeles; Moreno Valley; Panorama City; Riverside; San Diego; San Marcos; South Bay; West Los Angeles; Woodland Hills	Feeding America expanded equitable access to nutrient-rich foods for families facing hunger across its national network of partner food banks by deepening agricultural partnerships, strengthening sustainable fresh food procurement models, maximizing federal program coordination, and leveraging 11 regional cooperatives to ensure that fresh produce, dairy, and protein reach the communities with the greatest nutrition gaps and health disparities at a time when food insecurity has reached its highest level in nearly a decade.
Project Angel Food	Medically tailored meals, nutrition services, and emergency food assistance for clients with diet-related diseases	Baldwin Park; Downey; Fontana_Ontario; Los Angeles; Panorama City; South Bay; West Los Angeles; Woodland Hills	Project Angel Food delivered home-delivered grocery gift cards to critically ill clients facing CalFresh benefit disruptions and provided medically tailored meals with registered dietitian counseling to clients with diabetes and heart disease in Los Angeles County, advancing health equity for individuals living at the intersection of poverty, food insecurity, and chronic illness where evidence shows these interventions reduce hospitalizations, improve blood sugar control, and restore dignity for some of the region’s most vulnerable residents.
Hunger Action Los Angeles	Connecting Community to Healthy Food	Baldwin Park; Downey; Los Angeles; Panorama City; West Los Angeles; Woodland Hills	Hunger Action Los Angeles addressed the immediate and growing food insecurity crisis in Los Angeles County by delivering weekly distributions of produce, eggs, and prepared meals to vulnerable households, conducting CalFresh outreach and enrollment assistance, providing Market Match incentives at farmers markets, and publishing the People’s Guide to Benefits to help community members navigate public benefit programs amid SNAP disruptions

			and cuts threatening thousands of low-income residents.
Community Partners	Food is Medicine on Campus: Advancing CalFresh Access	Baldwin Park; Downey; Panorama City; West Los Angeles; Woodland Hills	The Los Angeles Food Policy Council supported institutional policy and systems changes by implementing recommendations from the Fresh Ideas for CalFresh: College Edition report and advancing targeted support at a Los Angeles campus identified as needing additional assistance. In addition, the organization conducted food distribution for communities negatively impacted by recent federal changes through its Canastas de Campo Program. Activities included providing institutional technical assistance and piloting student-led advocacy tools to increase participation and embed sustainable campus practices.
Food Forward	Increasing Access to Healthy Food in Southern California	All Licensed Hospitals	Food Forward increased community access to fresh fruits and vegetables by optimizing workflows and transportation to handle larger volumes of recovered produce and implementing feedback systems to improve distribution through partner organizations. The project benefited individuals experiencing food insecurity in Los Angeles County.

3. 2026 Community Benefits Plan

a. 2026-2028 Implementation Strategies

Kaiser Permanente West Los Angeles Medical Center has developed an implementation strategy (IS) for the priority needs it will address over the next three years 2026-2028, considering both Kaiser Permanente's and the community's assets and resources.

Kaiser Permanente West Los Angeles Medical Center Community Health has identified the strategic focus, strategies, and expected impact for each priority health need, described in the tables below. While we recognize that IS strategies can address multiple health needs, each strategy is associated with the needs where we expect to see the greatest impact. Included with each strategy are expected outcomes and examples of available Kaiser Permanente resources and planned collaborations.

1. Access to care
2. Housing
3. Income and employment
4. Mental and behavioral health
5. Food and nutrition security

Access to care

Strategy	Expected outcomes	Available resources and planned collaboration
<p>Increase equitable access to care and affordability of care for low-income community residents.</p>	<ul style="list-style-type: none"> • Increase access to care and coverage • Increase utilization of clinical and social care • Improve health outcomes 	<ul style="list-style-type: none"> • Resources: Charitable contributions, and subsidized care and coverage programs such as Medical Financial Assistance, Charitable Health Coverage, and Medicaid/Medi-Cal • Planned collaboration: Government agencies, including local and state public health departments, community organizations, and safety net clinics
<p>Grow a culturally competent health care workforce in order to improve equitable access to health care services.</p>	<p>Decrease health care workforce shortages</p> <ul style="list-style-type: none"> • Improve cultural competency • Improve health outcomes 	<ul style="list-style-type: none"> • Resources: Charitable contributions, health professions education and training programs, and health care career exposure programs • Planned collaboration: National organizations, community organizations, schools and training programs, and safety net providers
<p>Increase access to and quality of resources that improve social and environmental factors by investing in community organizations, schools, districts, or other public entities and by enhancing coordination between community and health care.</p>	<ul style="list-style-type: none"> • Improve access to and quality of resources provided by community organizations providing social care • Improve health outcomes 	<ul style="list-style-type: none"> • Resources: Charitable contributions, and technical assistance • Planned collaboration: Government agencies, including local and state public health departments, community organizations, schools and school districts, and other hospitals

Housing

Strategy	Expected outcomes	Available resources and planned collaboration
<p>Implement strategies to improve the health of homeless populations and reduce housing insecurity by strengthening the availability and coordination of community and health care resources.</p>	<ul style="list-style-type: none"> • Improve access to and quality of resources provided by community organizations providing social care • Improve health outcomes 	<ul style="list-style-type: none"> • Resources: Charitable contributions, and technical assistance • Planned collaboration: Government agencies, including local and state public health departments, community organizations, schools and school districts, and other hospitals
<p>Increase access to and quality of resources that improve social and environmental factors by investing in community organizations, schools, districts, or other public entities and by enhancing coordination between community and health care.</p>	<ul style="list-style-type: none"> • Improve access to and quality of resources provided by community organizations providing social care • Improve health outcomes 	<ul style="list-style-type: none"> • Resources: Charitable contributions, and technical assistance • Planned collaboration: Government agencies, including local and state public health departments, community organizations, schools and school districts, and other hospitals

Income and employment

Strategy	Expected outcomes	Available resources and planned collaboration
<p>Grow a culturally competent health care workforce in order to improve equitable access to health care services.</p>	<ul style="list-style-type: none"> • Decrease health care workforce shortages • Improve cultural competency • Improve health outcomes 	<ul style="list-style-type: none"> • Resources: Charitable contributions, health professions education and training programs, and health care career exposure programs • Planned collaboration: National organizations, community organizations, schools and training programs, and safety net providers

<p>Increase access to and quality of resources that improve social and environmental factors by investing in community organizations, schools, districts, or other public entities and by enhancing coordination between community and health care.</p>	<ul style="list-style-type: none"> • Improve access to and quality of resources provided by community organizations providing social care • Improve health outcomes 	<ul style="list-style-type: none"> • Resources: Charitable contributions, and technical assistance • Planned collaboration: Government agencies, including local and state public health departments, community organizations, schools and school districts, and other hospitals
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Mental and behavioral health

Strategy	Expected outcomes	Available resources and planned collaboration
<p>Increase equitable access to care and affordability of care for low-income community residents.</p>	<ul style="list-style-type: none"> • Increase access to care and coverage • Increase utilization of clinical and social care • Improve health outcomes 	<ul style="list-style-type: none"> • Resources: Charitable contributions, and subsidized care and coverage programs such as Medical Financial Assistance, Charitable Health Coverage, and Medicaid/Medi-Cal • Planned collaboration: Government agencies, including local and state public health departments, community organizations, and safety net clinics
<p>Grow a culturally competent health care workforce in order to improve equitable access to health care services.</p>	<ul style="list-style-type: none"> • Decrease health care workforce shortages • Improve cultural competency • Improve health outcomes 	<ul style="list-style-type: none"> • Resources: Charitable contributions, health professions education and training programs, and health care career exposure programs • Planned collaboration: National organizations, community organizations, and safety net providers
<p>Increase access to and quality of resources that improve social and environmental factors by investing in community organizations, schools,</p>	<ul style="list-style-type: none"> • Improve access to and quality of resources provided by community organizations providing social care 	<ul style="list-style-type: none"> • Resources: Charitable contributions, and technical assistance

districts, or other public entities and by enhancing coordination between community and health care.	<ul style="list-style-type: none"> • Improve health outcomes 	<ul style="list-style-type: none"> • Planned collaboration: Government agencies, including local and state public health departments, community organizations, schools and school districts, and other hospitals
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Food and nutrition security

Strategy	Expected outcomes	Available resources and planned collaboration
Improve food and nutrition security and address diet-related health conditions by increasing equitable access to and affordability of nutritious and culturally relevant food options.	<ul style="list-style-type: none"> • Improve access to and quality of resources provided by community organizations providing social care • Improve health outcomes 	<ul style="list-style-type: none"> • Resources: Charitable contributions • Planned collaboration: Food banks and pantries, community organizations, and government agencies
Increase access to and quality of resources that improve social and environmental factors by investing in community organizations, schools, districts, or other public entities and by enhancing coordination between community and health care.	<ul style="list-style-type: none"> • Improve access to and quality of resources provided by community organizations providing social care • Improve health outcomes 	<ul style="list-style-type: none"> • Resources: Charitable contributions, and technical assistance • Planned collaboration: Government agencies, including local and state public health departments, community organizations, schools and school districts, and other hospitals

b. Evaluation of the Community Benefit Plan's Effectiveness

Kaiser Permanente West Los Angeles Medical Center will monitor and evaluate the strategies listed above to assess progress and document the impact of those strategies on expected outcomes. Evaluation of the impact includes monitoring grantee progress (how many people were reached) and measuring short and intermediate term outcomes (e.g., what was the impact on the individuals served). Additionally, for each prioritized health need, the number of grants made, the number of dollars invested, and the number of community-based organizations supported are tracked.

In addition to the strategies developed as part of the CHNA and three-year IS process, many health needs are addressed by Kaiser Permanente business practices that contribute to community well-being, including environmentally responsible purchasing, waste reduction, and purchase of clean energy for facilities. We also conduct high-quality health research and disseminate findings intended to contribute to the literature by enhancing understanding of the impact of interventions designed to improve health outcomes.

4. Financial Summary

a. Explanation of Methodology Used to Determine Cost

Total Community Benefit expenditures are reported as follows:

- Medical care services for vulnerable populations include unreimbursed inpatient costs for participation in Kaiser Permanente-subsidized and government-sponsored health care insurance programs.
- Since 2006, figures for subsidized products have been reported on a cost-basis (e.g., the difference of total revenues collected for services less direct and indirect expenses).
- Grant and donations are recorded in the general ledger in the appropriate amount and accounting period on an accrual, not cash basis. The amount reported reflects hospital-specific, unreimbursed expenditures. When hospital-specific expenditures are not available, dollars are allocated to each hospital based on the percentage of KFHP members.
- 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 are not available by hospital service area, then regional expenses are allocated proportionally based on KFHP membership or other quantifiable data.

b. Kaiser Permanente West Los Angeles Medical Center Community Benefits Provided in 2025

This report outlines the hospital's net community benefit expenditures categorized into the following framework: medical care services, other services for vulnerable populations, other services for the broader community, and health research, education and training programs. Kaiser Permanente generates a range of nonquantifiable benefits, including community engagement through volunteerism, environmental stewardship, supplier diversity, and partnerships with community organizations, municipal leaders, and public health champions that address community needs.

Financial Assistance and Means-Tested Government Programs	Vulnerable Population	Broader Community	Total
Traditional Charity Care	\$ 24,494,235		\$ 24,494,235
Medi-Cal	\$ 59,108,659		\$ 59,108,659
Other Means-Tested Government (Indigent Care)	\$ 0		\$ 0
Sum Financial Assistance and Means-Tested Government Program	\$ 83,602,894		\$ 83,602,894
Other Benefits			
Community Health Improvement Services	\$ 1,851,684	\$ 70,892	\$ 1,922,576
Community Benefit Operations	\$ 0	\$ 295,421	\$ 295,421
Health Professions Education	\$ 882,905	\$ 220,726	\$ 1,103,631
Subsidized Health Services	\$ 0	\$ 0	\$ 0
Research	\$ 256,726	\$ 132,253	\$ 388,979
Cash and in-kind Contributions for Community Benefits	\$ 3,035,163	\$ 108,621	\$ 3,143,785
Other Community Benefits	\$ 0	\$ 15,017	\$ 15,017

Total Other Benefits	\$ 6,026,479	\$ 842,930	\$ 6,869,409
Community Benefits Spending			
Total Community Benefits*	\$ 89,629,373	\$ 842,930	\$ 90,472,303
Medicare (non-IRS)	\$ 78,222,448		\$ 78,222,448
Total Community Benefits with Medicare	\$ 167,851,821	\$ 842,930	\$ 168,694,751

*Sum of Financial assistance, Means-Tested Government Programs and Other Benefits.

5. Certification Statement

Kaiser Permanente leadership reviewed and attested to the validity of the hospital Community Benefit Plan. The data and information reported is true, correct, and completed as required by Health and Safety Code sections 127340-127360 and Article 2 of Chapter 8.2 of Division 7 of Title 22 of the California Code of Regulations requiring all non-profit hospitals report on the community benefits they provide.

- John Yamamoto, VP, Community Health & Benefit, Government Relations, & Community Engagement
- Michelle Gaskill-Hames, Regional President