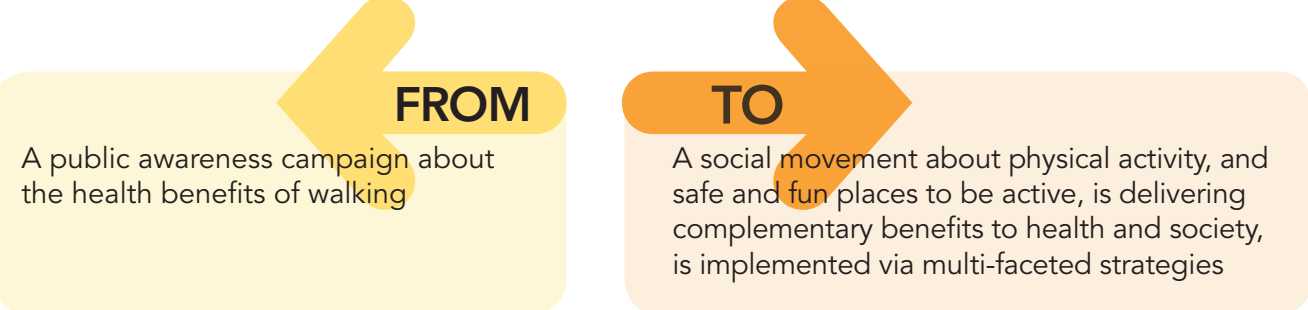


# What We Did, How, and for Whom

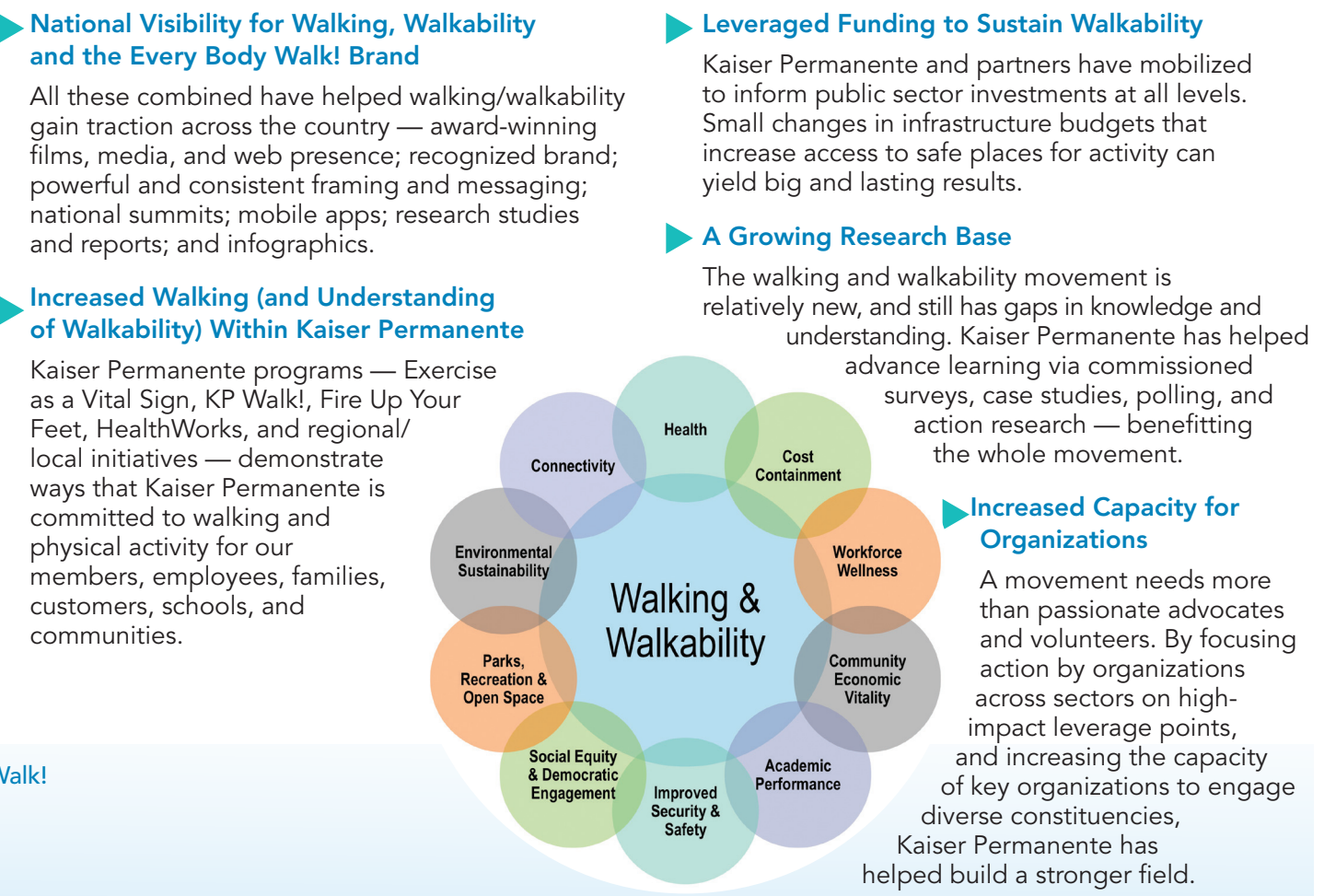
## Applying a multi-faceted approach to create a movement for impact at scale

# Why This Matters



“There wouldn’t be a Fire Up Your Feet without KP.”  
~ Grantee

### What have our strategic investments in this comprehensive approach yielded?



- Stronger, Broader, More Diverse Networks for Action**  
Kaiser Permanente and the EBW! Collaborative have helped local, state, regional, and national organizations to connect, share tools and ideas, speak with one voice, and ensure the increasing chances that they will be successful in affecting change.
- Overall...**  
We have advanced walking and walkability inside and outside Kaiser Permanente. With our partners, we have driven a national agenda that will continue to make it easier, safer, and healthier for more people to be active, wherever and however they live.
- We have amplified and accelerated the pace of change and stimulated distributed action across the nation — which, after all, is part of what defines a movement!

“KP has been an exemplary role model, selfless in expectations and the credit they seek, with an altruistic and enlightened view as to the role they play. That’s exceptional.”  
~ National Partner

\* Girl Trek, Alliance for Biking and Walking, Rails to Trails Conservancy, American College of Sports Medicine, and Smart Growth America



# Why Walk?

## Kaiser Permanente's Investments in Walking, Walkability, and Physical Activity: 2014 Update

## Results by the Numbers

## Building the Movement for Movement:

AN UPDATE ON KAISER PERMANENTE'S INVESTMENTS IN WALKING, WALKABILITY, AND PHYSICAL ACTIVITY



**Every Body WALK!**  
everybodywalk.org



### Members Moving

- Kaiser Permanente Southern California members who have had weekly physical activity minutes recorded in HealthConnect because of Exercise as a Vital Sign (EVS) questions: **1.5 million**
- Average EVS capture rate for Northern California, Southern California, Northwest, and Georgia in 2012: **77%**
- Percent of Kaiser Permanente regions reporting EVS data meeting capture goal of 90% in 2013: **80%**
- Number of steps walked by 506 practitioners during three day American College of Sports Medicine meeting, sparked by Kaiser Permanente physicians: **11 million**



### Employees Moving

- Number of Kaiser Permanente employees participating in Healthy Workforce Thrive Across America online physical activity challenge, over four years: **56,624**
- Proportion of eligible employees this represents: **34%**
- Percent of participating Kaiser Permanente employees reported increased physical activity: **74%**



### Students, Parents, and Teachers Moving

- Schools in Kaiser Permanente regions registered through Fire Up Your Feet: **1,241**
- Individuals who have participated and tracked their physical activity: **20,341**
- Percent of those completing post-campaign surveys reporting children increased their physical activity because of Fire Up Your Feet: **76%**



### Women of Color Moving

- Number of neighborhood walking teams active in 16 communities with high obesity rates: **326**
- Number of black churches newly involved in last three years: **100**
- Number of registered GirlTrek walkers: **25,000**
- Number of social media supporters of GirlTrek: **190,000**



### Local Advocacy and Funding

- Number of civic leaders who attended Alliance for Biking and Walking/Advocacy Advance training sponsored by Kaiser Permanente: **760**
- Millions of dollars in public active transportation funding leveraged by Alliance for Biking and Walking grantees: **\$150 million**
- Return on investment for Alliance for Biking and Walking grantees since 2009: **\$1,700 per \$1 spent**



### Every Body Walk! Collaborative

- Active national organizations as partners in November 2012: **0**
- Active national organizational partners in 2014: **203 and counting**
- Percent of respondents, in Collaborative survey, reported new walking initiatives in 2014: **44%**



### Public Support Tilting

- Percent of transportation funding currently spent on walking/biking: **1.5%**
- Percent Rails to Trails Conservancy poll respondents believe should be spent: **27%**
- Percent of transit or multimodal measures across nation approved in 2014 elections: **72%**



### Complete Streets Growing

- Increase in walking in last 10 years in Complete Streets communities: **32%**
- Increase in biking in last 10 years in Complete Streets communities: **90%**
- Jurisdictions with Complete Streets policies in 2004: **0**
- Jurisdictions with Complete Streets policies in 2014: **600**



### Communications

- Number of viewers of City Walk public television episodes in last two years (season 1 produced in partnership with Every Body Walk!): **20 million**
- Percent of time Let's Move (the First Lady's physical activity initiative) is within top 10 ranking on major social media platforms: **78%**
- Percent of time EBW! appears in top 10 rankings of walking/physical activity advocates in views/subscriptions on major social media platforms: **100%**



### Technology

- Every Body Walk! app percent increase in downloads from version 1 and version 2: **518%**
- Average users per day: **1,264**

Four years ago, Kaiser Permanente made a bold commitment to create and amplify a national conversation about walking. This commitment became the springboard for Every Body Walk! and a coherent set of initiatives designed to increase levels of physical activity.

For years we have known the health benefits of walking and its contribution to delivering on our mission. Over time, increased physical activity rates can improve health outcomes and help make care more affordable.

What does it take to deliver impact at scale? Building on a strong start with the Every Body Walk! awareness campaign launched in 2011, the challenge became to take the evidence and make the case more widely — to accelerate rates of walking and routine physical activity within Kaiser Permanente and beyond. Our approach was modeled on how any prototype might be tested and brought to market for wider distribution. For Kaiser Permanente, this meant distributing sustained behavior change in the form of a habit, where walking becomes a new norm. Our twin goals: more people walking, enabled by more safe places to walk.

First, we needed to listen: what was missing? What was needed to reach all of our constituencies, particularly our employees, members, and customers? What combination of strategies could be applied to help shape a nascent yet passionate walking campaign into a genuine social movement?

The first gap involved **leadership**. Without strong internal alignment across Kaiser Permanente teams and a national organization, scattered efforts would remain scattered and an array of assets would remain untapped. Related, we noted underdeveloped **partnerships** that could be built to reach diverse workforce, school, community, and national constituencies both in and beyond our regions.

Within Kaiser Permanente, we saw opportunities to build a proof of concept for our own constituencies. We doubled-down on our internal **programs** in order to deepen our understanding of how walking could be promoted, and more importantly, sustained, via our employees (KP Walk!), clinicians (Exercise as a Vital Sign), in workplaces (HealthWorks), in schools (Fire Up Your Feet), in neighborhoods (HEAL initiatives), and across the nation (Every Body Walk!). The results from our internal commitments were encouraging, but also motivated us to do more. With our partners, we realized that many individuals want to walk, but cannot. Their streets are not safe; their neighborhoods are not well-lit; infrastructure is poor. That path led us to the compelling case for walkability: an environmental, policy, and systems

approach to remove barriers to walking; and in the process, generating many complementary benefits to society.

Attention to walkability and the built environment led to the next key element in our approach: investing via **strategic grantmaking** to organizations poised to make walking more safe and accessible for everyone. We targeted engagement of our nation's physicians to prescribe walking, action with girls and women in communities of color, and capacity for a growing field and movement. We also built a sophisticated **communications platform** that created and amplified a coherent set of messages in both traditional and social media — messages that have garnered numerous industry awards as well as widespread brand recognition and broader framing of walking/walkability and its numerous co-benefits. We hosted **events** that connected existing partners and engaged new ones. We built mobile **apps** that have become effective drivers for both messages and outcomes tracking. We continue to building the **research base** to help the walking movement target efforts, track impacts, and dedicate resources to what works.

We have taken the Every Body Walk! prototype through its paces within Kaiser Permanente, and beyond. We have made a significant impact inside and outside Kaiser Permanente, on a national and even a global scale. We have changed the conversation, scaled and spread action, and we are not stopping.

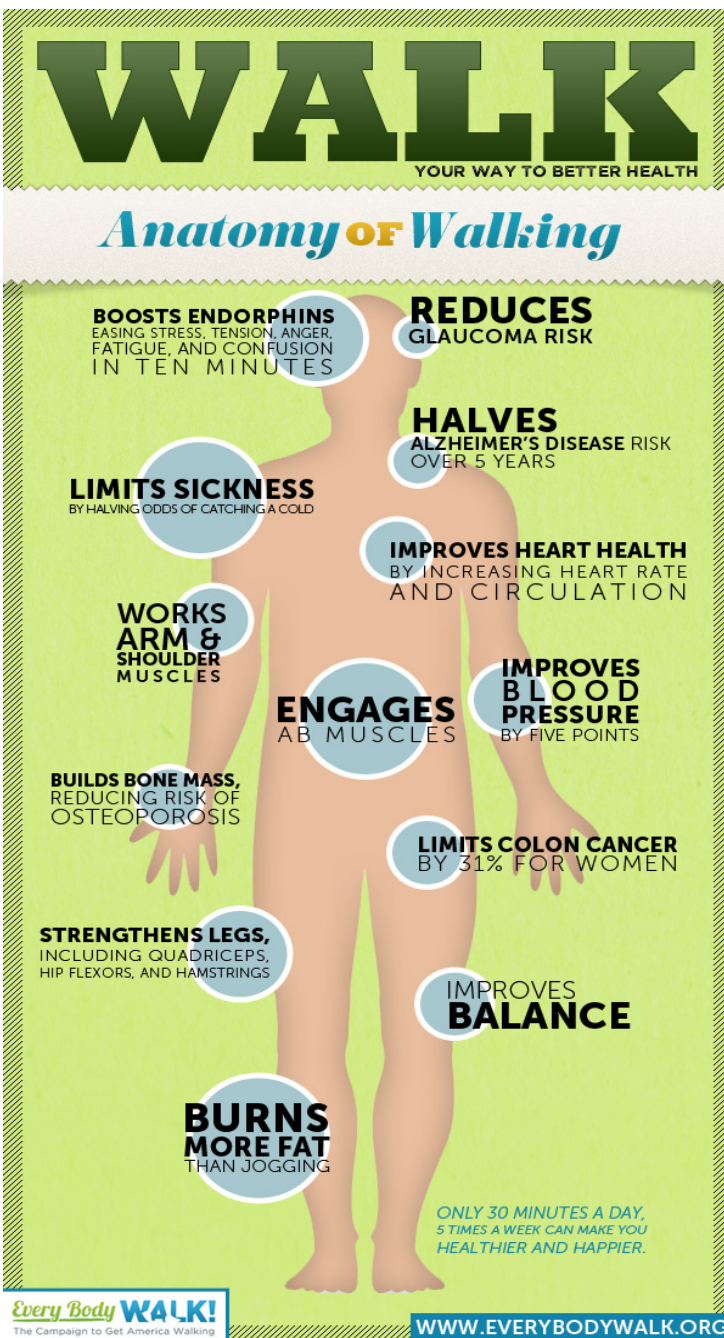
Walking is the gateway to increased physical activity, to safer and more livable places, and to a society that is healthier in every dimension. Our walking prototype, now going to scale, exemplifies the best of Kaiser Permanente: our commitment to deliver not only high-quality, affordable health care services, but also to improve the health of our members and the communities we serve. We have shown that any community can walk with us; we need to ensure every community does.



**Raymond Baxter, PhD**  
Senior Vice President,  
Community Benefit,  
Research and Health  
Policy, President, Kaiser  
Permanente International



**Tyler Norris, MD**  
Vice president,  
Total Health Partnerships



**“They (Kaiser Permanente) are more than a funder. They are a case study, a leading example, a funder, a contributor of thinking that makes a difference.”**

*~ National Partner*