



# Healer, Leader, Partner: Foundations of an Integrated Delivery System

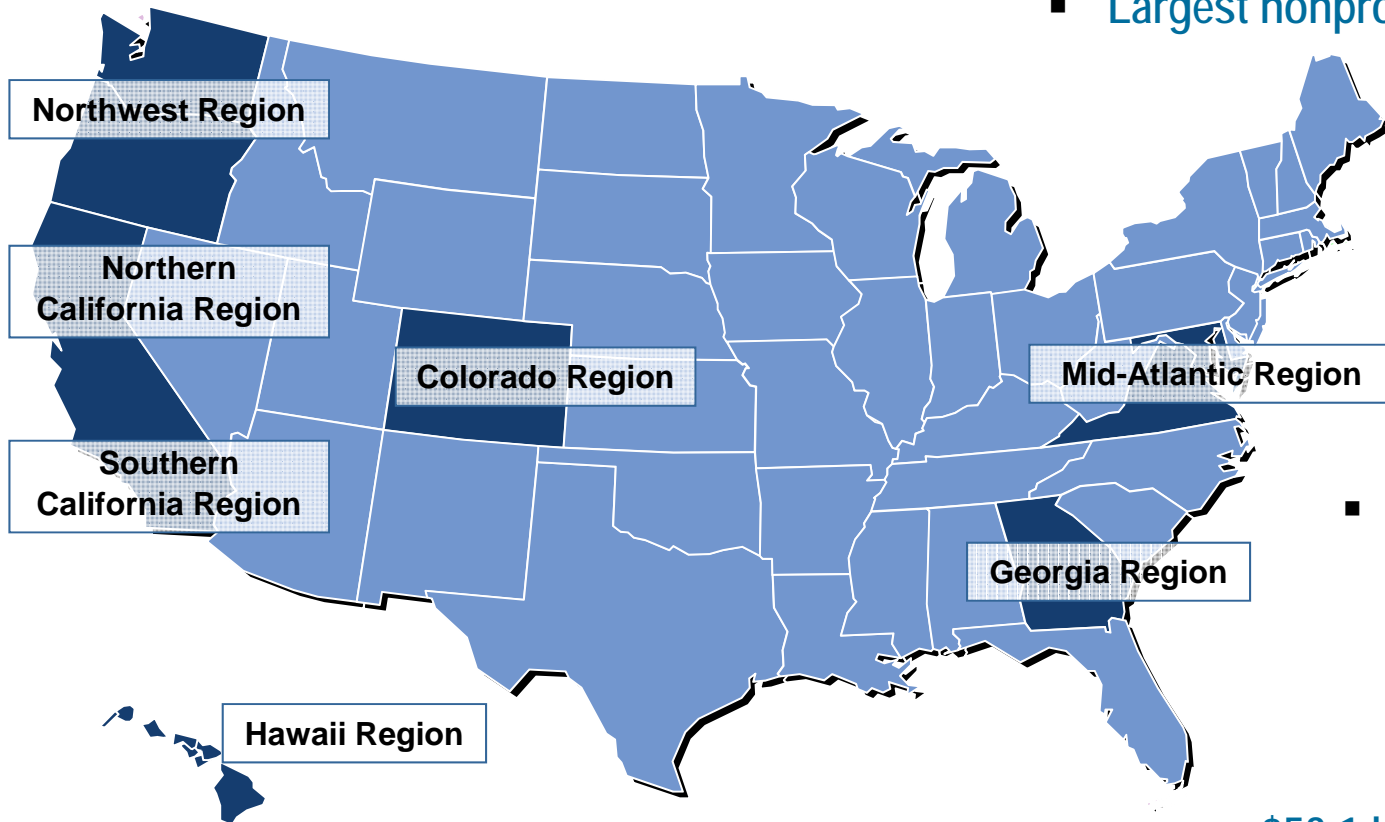
Vermont Blueprint for Health Annual Conference

April 17, 2015

Jack Cochran, MD, Executive Director, The Permanente Federation, Kaiser Permanente



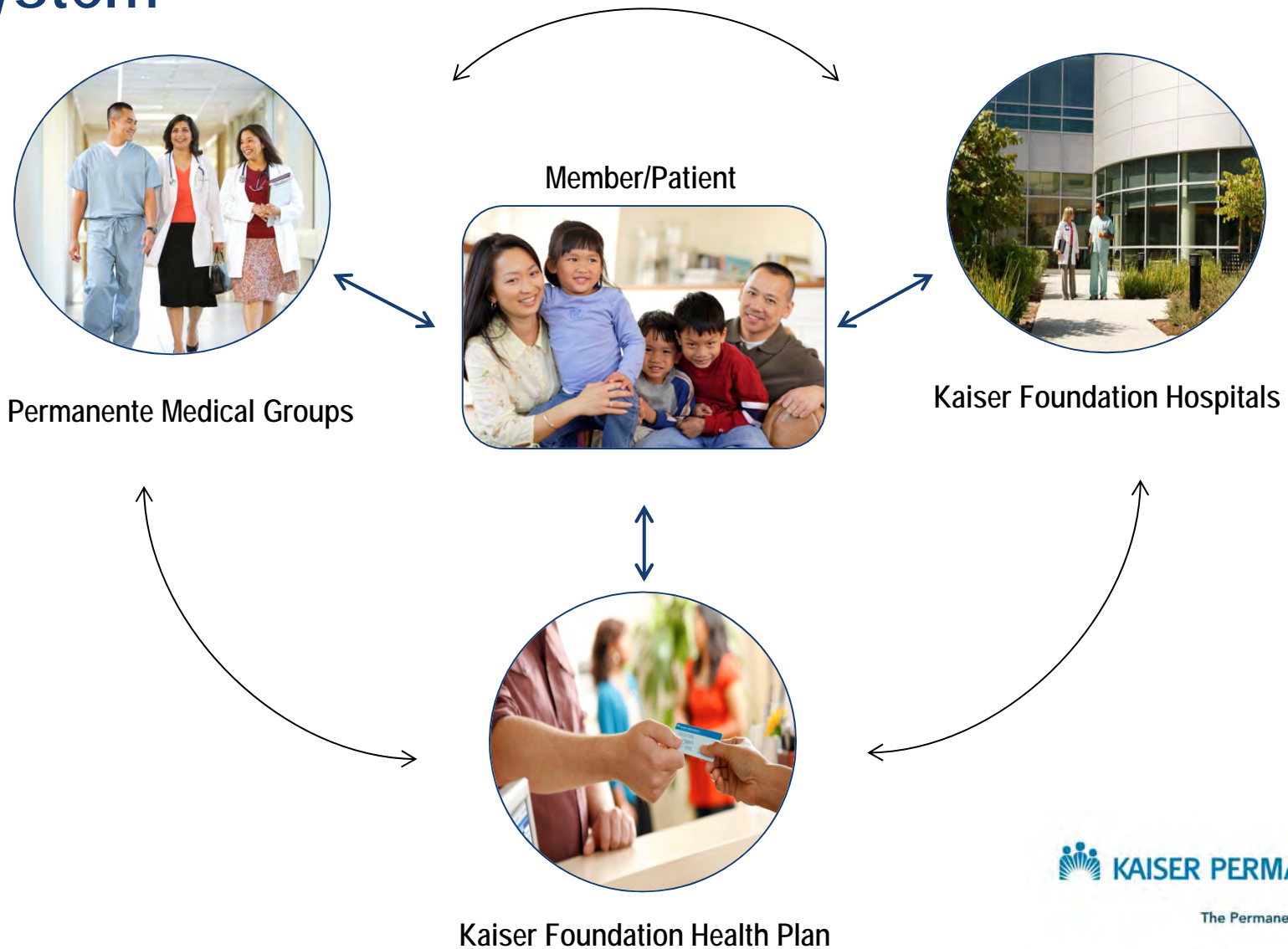
# About Kaiser Permanente



- Largest nonprofit health plan in the U.S.
- Integrated health care delivery system
- 9.6 million members
- 17,000+ physicians
  - 48,000+ nurses
- 174,000+ employees
- Serving 8 states and the District of Columbia
  - 38 hospitals
- 600+ medical offices/outpatient facilities
- \$53.1 billion operating revenue\*
- Scope includes ambulatory, inpatient, ACS, behavioral health, SNF, home health, hospice, pharmacy, imaging, laboratory, optical, dental, and insurance

\*Source: 2013 Kaiser Permanente Annual Report

# Kaiser Permanente: An Integrated Care Delivery System





“Our greatest responsibility is to be good ancestors.”

Jonas Salk

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# Is Excellent Good Enough?

# Institute of Medicine's Six Major Challenges

“Organizations will need to negotiate successfully six major challenges.”

- Redesigned care processes based on best evidence
- Effective use of information technology
- Knowledge and skills management
- Development of effective teams
- Coordination of care across conditions, services, and settings
- Use of performance and outcomes measurement for continuous improvement and accountability

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“...if we could actually get our health-care system across the board to hit the efficiency levels of a Kaiser Permanente... we actually would have solved our problems.”

President Barack Obama  
TIME, July 29, 2009

# America's Best Medicare Health Plans

1. Kaiser Foundation Health Plan of Southern California
2. Kaiser Foundation Health Plan of Northern California
3. Kaiser Foundation Health Plan of the Northwest
4. Capital Health Plan
5. Kaiser Foundation Health Plan of Hawaii
6. Kaiser Foundation Health Plan of Colorado
7. HealthSpan Integrated Care
8. Kaiser Foundation Health Plan of Georgia
9. Kaiser Foundation Health Plan of the Mid-Atlantic States
10. Geisinger Health Plan

Source: NCOA: America's Best Health Insurance Plans (Medicare) 2014-2015



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# Kaiser Permanente's Key Success Factors

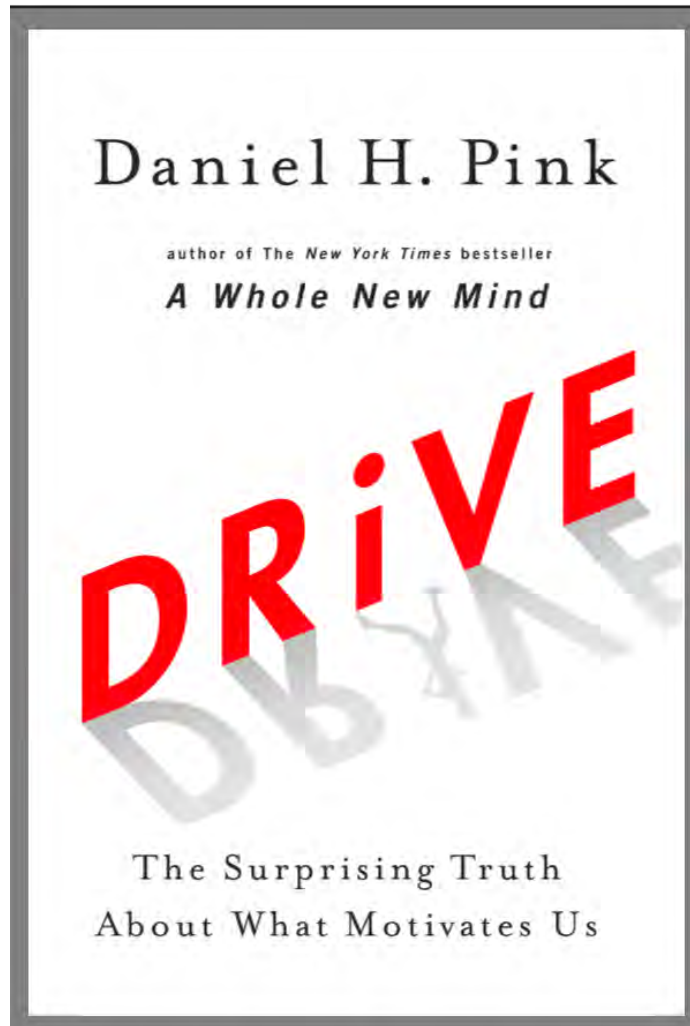
- Clear, agreed upon mission
- Clinical leadership
- Transparent measurement
- Culture of learning
- Aligned incentives
- Facile, flexible technology

# Our Mission



To provide high-quality, affordable health care services and to improve the health of our members and the communities we serve.

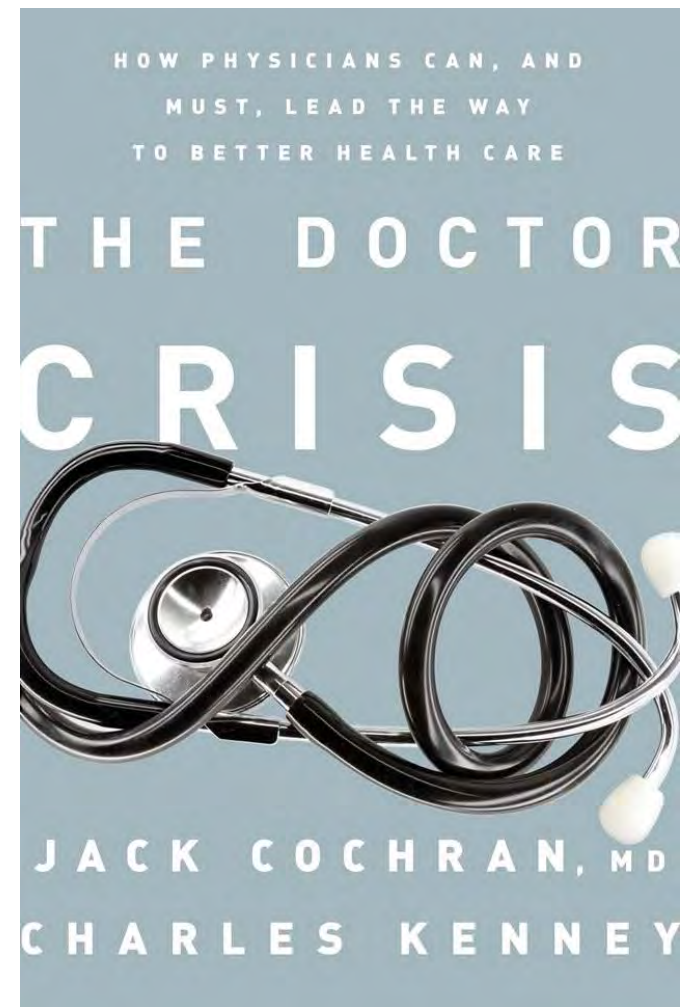
# Three Elements of True Motivation



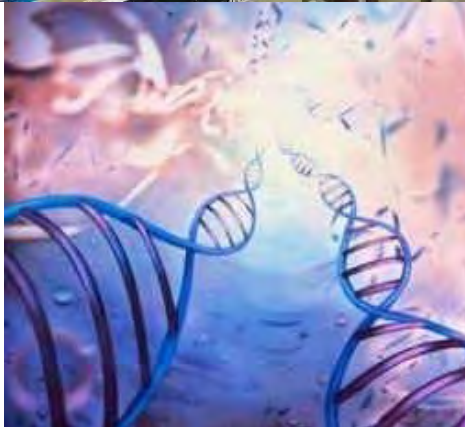
- **Autonomy**
- **Mastery**
- **Purpose**

*Drive: The Surprising Truth About What Motivates Us*, Daniel H. Pink, 2009

- Exponential Growth in Knowledge, Technology, and Information (↑ Complexity)
- Physician Career Dissatisfaction
- Aging Population and More Co-Morbid Patients (↑ Complexity)



# Complexity of Knowledge



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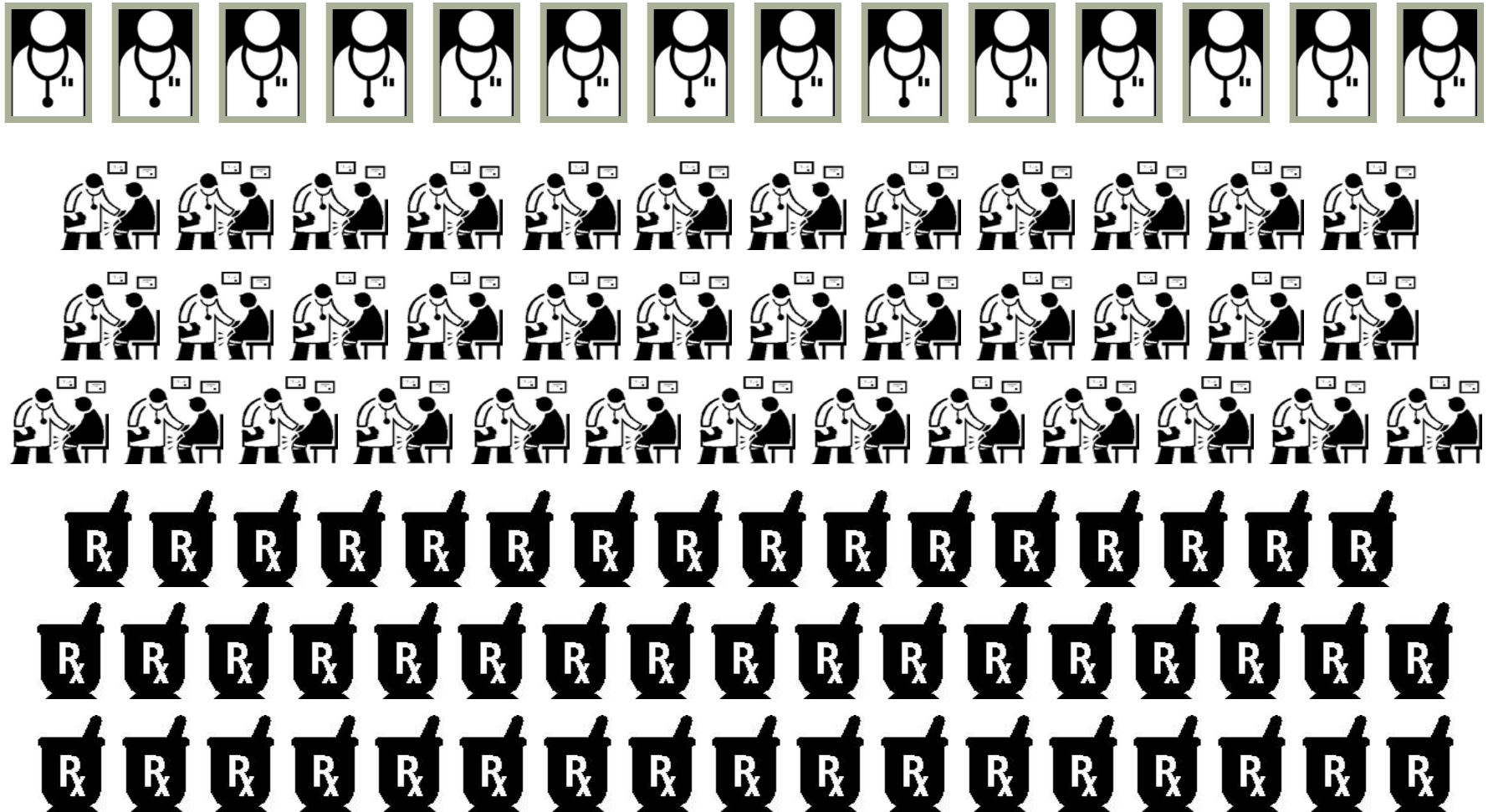
## Doctors Are Dissatisfied

**68%** Feel Negative about  
the Current State of the Medical  
Profession

**77%** Feel Negative about  
the Future of the Medical  
Profession

Source: A Survey of America's Physicians: Practice Patterns and Perspectives,  
The Physician's Foundation, September 2012

# Complexity of Patients



Source: Campaign for Better Care

# Changing Mindsets, Changing Care Delivery



## Industrial Age Model of Care

- One patient at a time
- Only know about patients who appear in your office
- No use of IT
- Limited use of “extenders”



## Information Age Model of Care

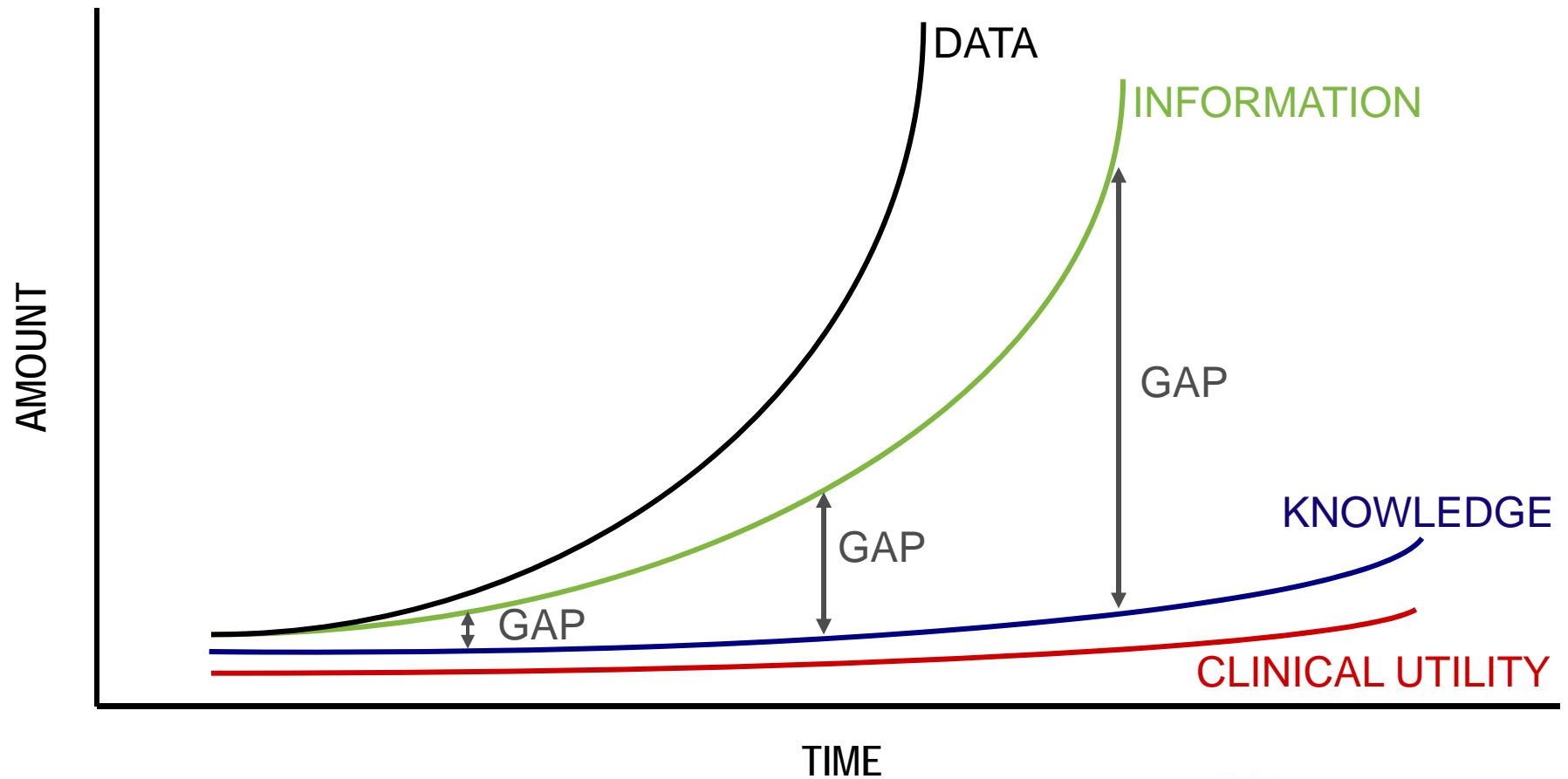
- Accountability for panel/population
- Transparency
- Use of EMR, registries, internet
- Team care (including patient)
- Moving care out of doctor’s office



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OO + NT = COO

# EHRs Offer Foundational Data



Source: Michael N. Liebman, PhD, Biomedical Informatics in Translational Research

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# Asking New Questions

**From** How many patients can you see?

**To** How many patients' problems can you solve?

**From** How can we encourage and convince patients to get required prevention?

**To** How can we create systems that significantly increase that patients get required prevention?

**From** How often should a physician see a patient to optimally monitor a condition?

**To** What is the best way to optimally monitor a condition?

# Information



## PEOPLE

Patient-centered focus  
Integrated teams  
Coordinated care  
Connectivity – Outreach



## PROCESS

Clinical evidence  
Guidelines & protocols  
Risk stratification  
Process maps



## TECHNOLOGY

Registries  
Electronic Health Record  
Patient Portal  
Decision Support  
Advanced Analytics  
Intelligence

# Proactive Office Encounter



Pre-Encounter



Encounter



Post-Encounter

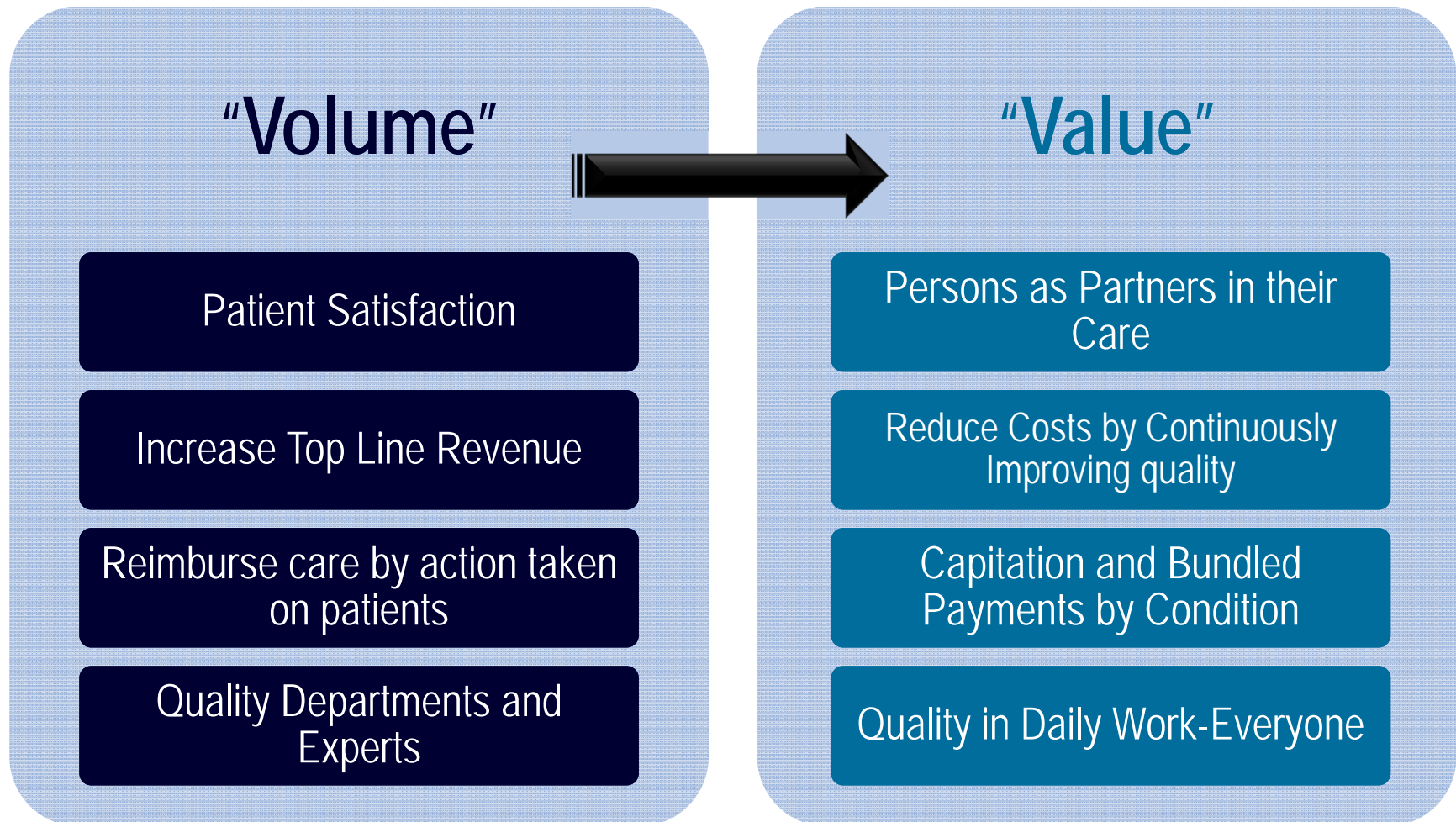
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# Outcomes

Along with other concurrent improvement initiatives, the Proactive Office Encounter has contributed to:

- 30% increase in colon cancer screening
- 11% increase in breast cancer screening
- 5% increase in cervical cancer screening
- 13% improvement in cholesterol control

# Payment Systems are Aligned



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Healer  
Leader  
Partner



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To us, leadership is everyone's business. Leadership is not about a position or a place. It's an attitude and a sense of responsibility for making a difference.

Kouzes and Posner

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Listen, Acknowledge,  
Challenge ... Repeat

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# Leadership in One Paragraph

Leadership may appear logical and straightforward: focus intensively on the right priorities, and things will click into place. But I found that leadership had all the unpredictability and complexity of a Rubik's Cube in the hands of a novice. To me, connecting dots was a logical and rational exercise, but it was quite different from managing the daily reality of highly complex and highly skilled independent human beings. My central lesson about leadership that emerged over time was that the challenge of leading competent, individual souls is not about logic or compulsion. It's about listening, respect, relentless adherence to values, and sticking to that approach every day - an approach that goes a long way toward repairing of wounded culture.

From "The Doctor Crisis: How Physicians Can, and Must, Lead the Way to Better Health Care"

J. Cochran & C. Kenney



The Permanente Federation

# Creating a Better Future



Highest ranked Commercial, Medicare HMO plans in all the states it serves



Nearly all KP hospitals receive an A rating for patient safety compared to 31% nationally



Ranked highest in employer, member and mail order pharmacy satisfaction



Received Quality Award for excellence in medication safety and quality



Only HP in CA to earn a 4-star rating - the highest possible



Top Performers on Key Quality Measures™



The Permanente Federation

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Destiny is not a matter of chance.  
It is a matter of choice.

William Jennings Bryan

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