



Highlights: The Kaiser Permanente Experience

In March 2019, health care leaders from 7 countries took part in *The Kaiser Permanente Experience*, an interactive educational program that immersed participants in the structure and culture that makes Kaiser Permanente unique.



The 3-day program began through a wide lens in Oakland with an overview of company-wide vision, strategy, and culture. Participants observed these elements in action on day 2 during a full-day visit to the San Leandro Medical Center. The final day of the program explored innovation and how Kaiser Permanente views the future of health care. Woven throughout the program were regular doses of Thrive activities to encourage participants to stay active and eat healthy.



Mission & Strategy

Recognizing that health is more than health care, Kaiser Permanente leaders have identified mental health as a strategic imperative in addressing Total Health. Delegates learned about Kaiser Permanente's vision and future work to improve the social and economic factors contributing to mental health and wellness, and how these activities support the Total Health agenda.



Vivian Tan, vice president of strategic information management and global relationships, outlined Kaiser Permanente's strategic

initiatives and priorities, including a clinical priority around mental health and wellness. In a 2019 study, the Center for Disease Control estimated that 6 in 10 adults have a chronic disease, and those with a chronic disease are 2 to 3 times more susceptible to depression than those without a chronic disease.



Physician Leadership/ Organizational Culture

From integrating state-of-the-art technology to improving patient experience, [physician leadership](#) is core to the success of Kaiser Permanente's integrated model. More than 20% of the physicians in Kaiser Permanente's Northern California region serve in official leadership roles, and virtually all of them continue to care for patients. Participants heard from several of these physician leaders during the program:



Bill Strull, MD highlighted how physicians lead the development of clinical and safety guidelines that are standardized throughout the

organization. In collaboration with physician leaders, Kaiser Permanente leads the nation in 21 of the 38 care measures included in the National Committee for Quality Assurance (NCQA) Quality Compass data set and has had the most #1 ratings among U.S. commercial health plans for the last eight years.



Adrian Hinman, MD, assistant chief for the department of orthopedics in San Leandro, served as the hospital lead for

developing and implementing a total clinical care pathway for total joint replacement. Based on a confluence of physician research and clinical findings, this innovative pathway delivered regional success in the Greater Southern Alameda Area, with San Leandro leading the hospitals in improvement in same-day discharges. From November 2018 to January 2019, the San Leandro Medical Center achieved an average same-day discharge volume of 68%, and a next-day discharge volume of 6%.



Joyce Li, MD, who serves a dual role as a practicing physician and a technology lead for San Leandro's obstetrics/gynecology department,

explained her responsibilities in facilitating the adoption of new technologies which will enable clinicians to deliver exceptional care. She demonstrated the tools which radically changed how she provides care: a mobile app supporting video visits with patients, and the Integrated Healthcare Communications application which allows Dr. Li to securely connect and consult with her peers.

EXCELLENCE IN CARE

KP Recognized for
Living the Vision
of Health Care Excellence by Leapfrog Group

Kaiser Permanente Medicare Health Plans Receive
Top Scores for Quality and Service
by The Centers for Medicare & Medicaid Services

Kaiser Permanente Health Plans Receive
Highest NCQA Ratings

J.D. Power Study Finds Kaiser Permanente
Medicare Advantage Members
Rate Their Plan Highest

Kaiser Permanente Members More
Satisfied with Their Health Plans
Than Members of Any Other Health Plan,
According to J.D. Power

28 Kaiser Permanente Hospitals Honored
by U.S. News & World Report



Community Health

Integral to Kaiser Permanente's mission is the belief that better health outcomes begin in the community – not just within the walls of medical offices and hospitals. **Sarita Mohanty, MD**, vice president for care coordination of Medicaid and vulnerable populations, spoke about how addressing vulnerable populations can lead to improved care for chronic conditions and therefore better health outcomes. Dr. Mohanty gave participants a sneak peak of [Thrive Local](#), a social services resource locator designed to connect members with valuable community resources that support overall health and well-being.



Big Data

With nearly 10 petabytes of data, Kaiser Permanente is a data-rich organization with the potential to support a wide range of medical and health care functions depends on the availability of accurate data delivered at the right time and form. **Sabrina Dahlgren**, managing director of delivery system analytics, highlighted the ways Kaiser Permanente is ensuring data accuracy and how this translates into decision support tools. Current examples of use cases include triage recommendations, productivity monitoring, and reducing readmission risk. To keep up with the data revolution, Kaiser Permanente teams are on a constant journey to explore how data can be used to predict and identify improvement opportunities in a patient's experience through the KP health system.



Digital Health

The evolution of Health IT continues to augment how physicians deliver care. But Kaiser Permanente also understands that technology can empower patients to be their strongest health advocates.

Alice Raia, vice president of digital presence technology, introduced the concept of “doing digital to being digital,” a consumer-centric strategy to put the power of managing care in the hands of patients. With the patient in mind, Kaiser Permanente developed [kp.org](#), a technology solution that delivers personalized and customizable care options so that members can manage their own health journey. More than 75% of Kaiser Permanente's members are registered users on [kp.org](#).



Peter Richter, senior director of digital planning and **Josie Wong**, director of care and wellness, highlighted how the digital disruption is leading the company to develop innovative digital solutions to meet the shifting demand. Internal technology experts are currently working on ways to better leverage technology, such as more integration into clinical workflows and connecting directly with members through a platform called Chat with a Doctor.



Innovation

At Kaiser Permanente, innovation is in the DNA. The team from the San Leandro Medical Center demonstrated how innovative thinking led to [redesign of stroke care](#). By leveraging technology and developing integrated clinical care teams, the new workflow reduced the time to deliver the critical tPA (tissue plasminogen activator) drug by 50%. At the Garfield Innovation Center, **Hans Donkersloot**, principal consultant with national care experience, led participants through the design of patient experience and how Kaiser Permanente has created the experience standards of “Respect Me, Know Me, Guide Me.”



A tour of the [Garfield Innovation Center](#) highlighted how innovation occurs with facilities, process, people, and technology – and provides the environment to experiment effectively. **Gary Waymire**, director of the Innovation Consultancy, closed the program by sharing his experience driving transformational change: We need to frame

the opportunity for change in a relatable and compelling way while leveraging patients’ voices and insights. These techniques informed the design of Kaiser Permanente’s newer ambulatory care settings, which are intended to feel more like a favorite retailer and less like traditional health care.



With the close of the program, KP International encourages reflection about how Kaiser Permanente’s approach might translate in other international contexts. We are all working to sustainably support patients in their journeys to better health. With each new program, KP International expands its network of international health leaders committed to making health care better. Let’s continue on this journey together!

For more information

Visit kp.org/international

Next Multi-Country Program:

Innovation + Transformation in Health Care

October 2 to 4, 2019

Oakland, California

Register online at kp.org/international