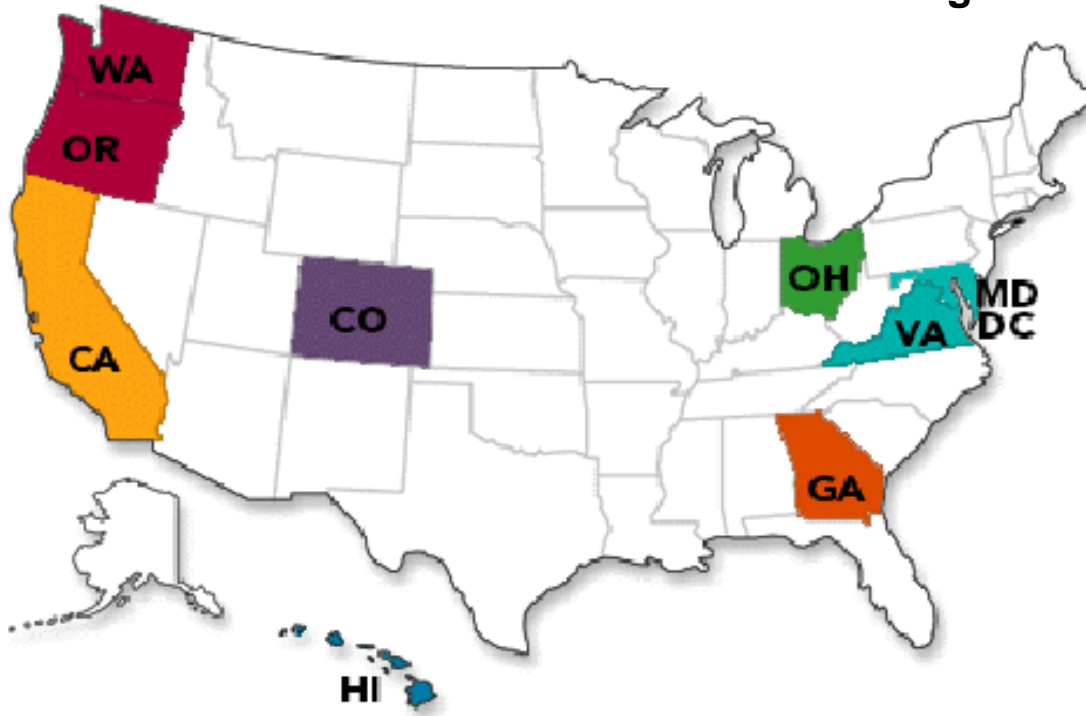


# Lessons from an Integrated Delivery System

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

*This presenter has nothing to disclose.*

# About Kaiser Permanente



- Largest nonprofit health plan in the U.S.
- Integrated health care delivery system
  - 9 million members
  - 16,000+ physicians
  - 48,000+ nurses
  - 172,000+ employees
- Serving 9 states and the District of Columbia
  - 37 hospitals
  - 611 medical offices/ outpatient facilities
  - \$47.9 billion operating revenue\*
- Scope includes ambulatory, inpatient, ACS, behavioral health, SNF, home health, hospice, pharmacy, imaging, laboratory, optical, dental, and insurance

# Our Mission

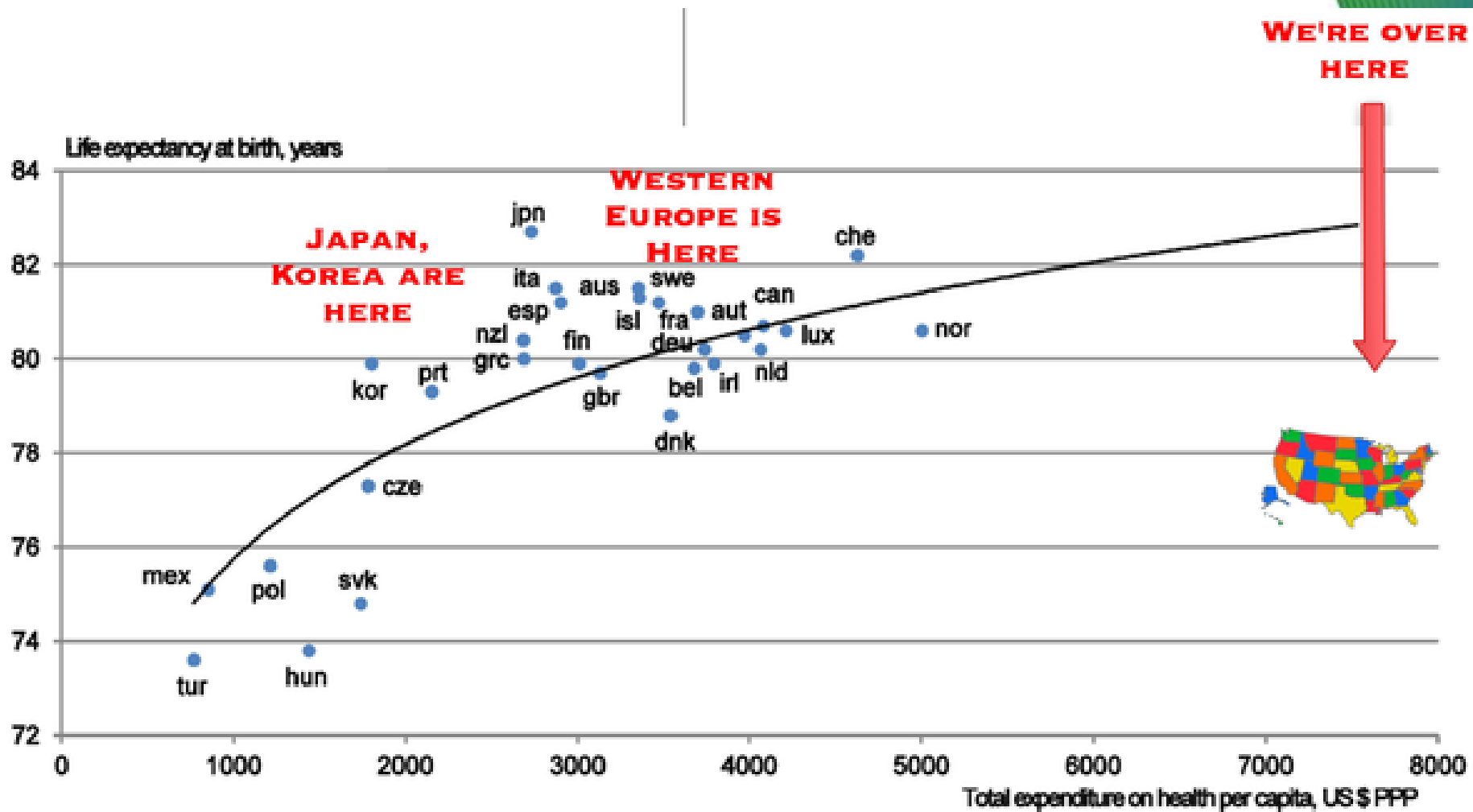


**To provide high-quality, affordable health care services and to improve the health of our members and the communities we serve.**

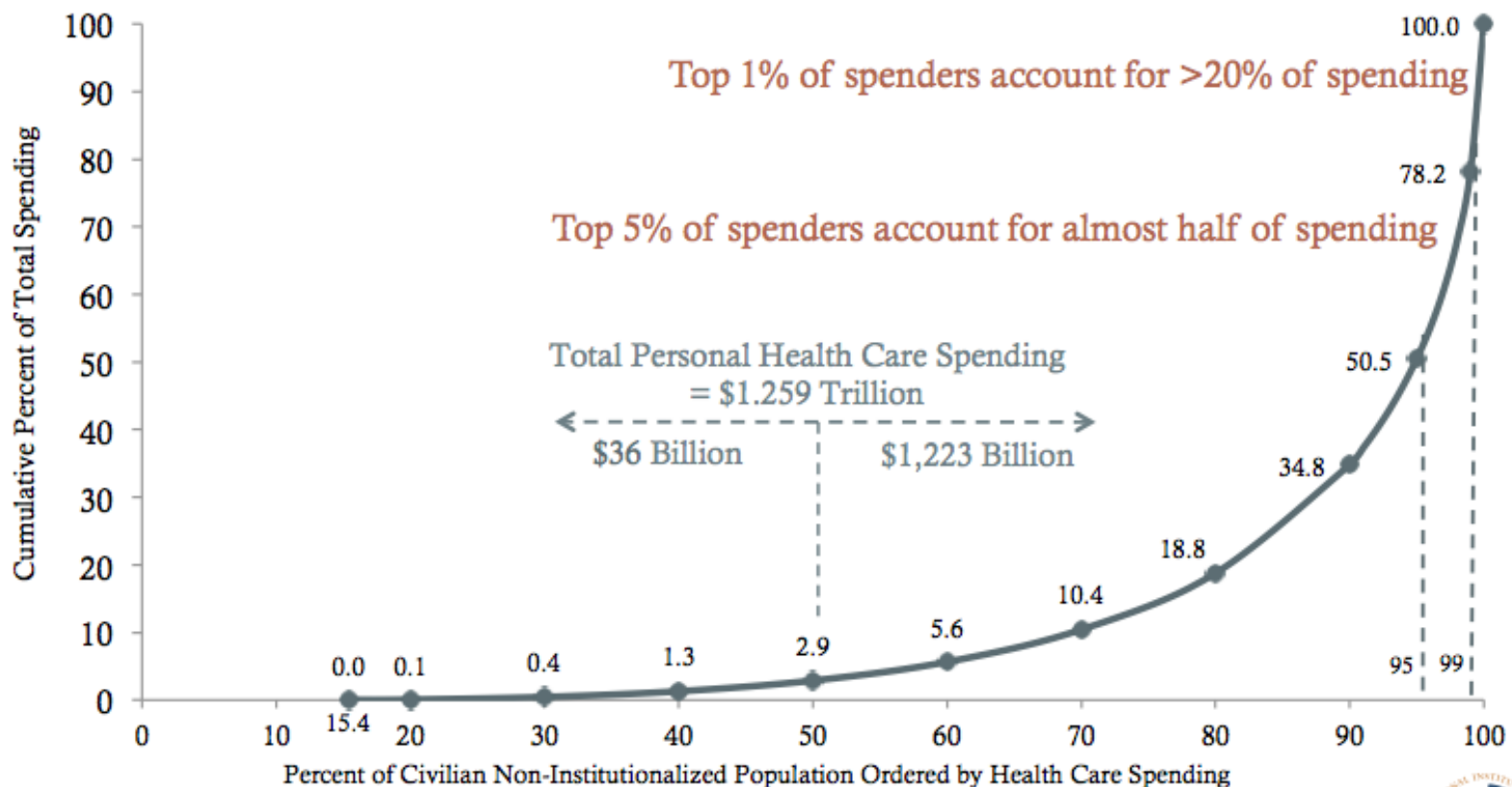
# Health Care's Common Challenges

- **Access to / timeliness of care**
- **High costs**
- **Quality gaps and variation – overuse, underuse, misuse**
- **Increasing prevalence of chronic diseases**
- **Need for improved coordination across “system”**
- **Proliferation of technology and information**

# U.S. Against the World: Spending vs. Life Expectancy



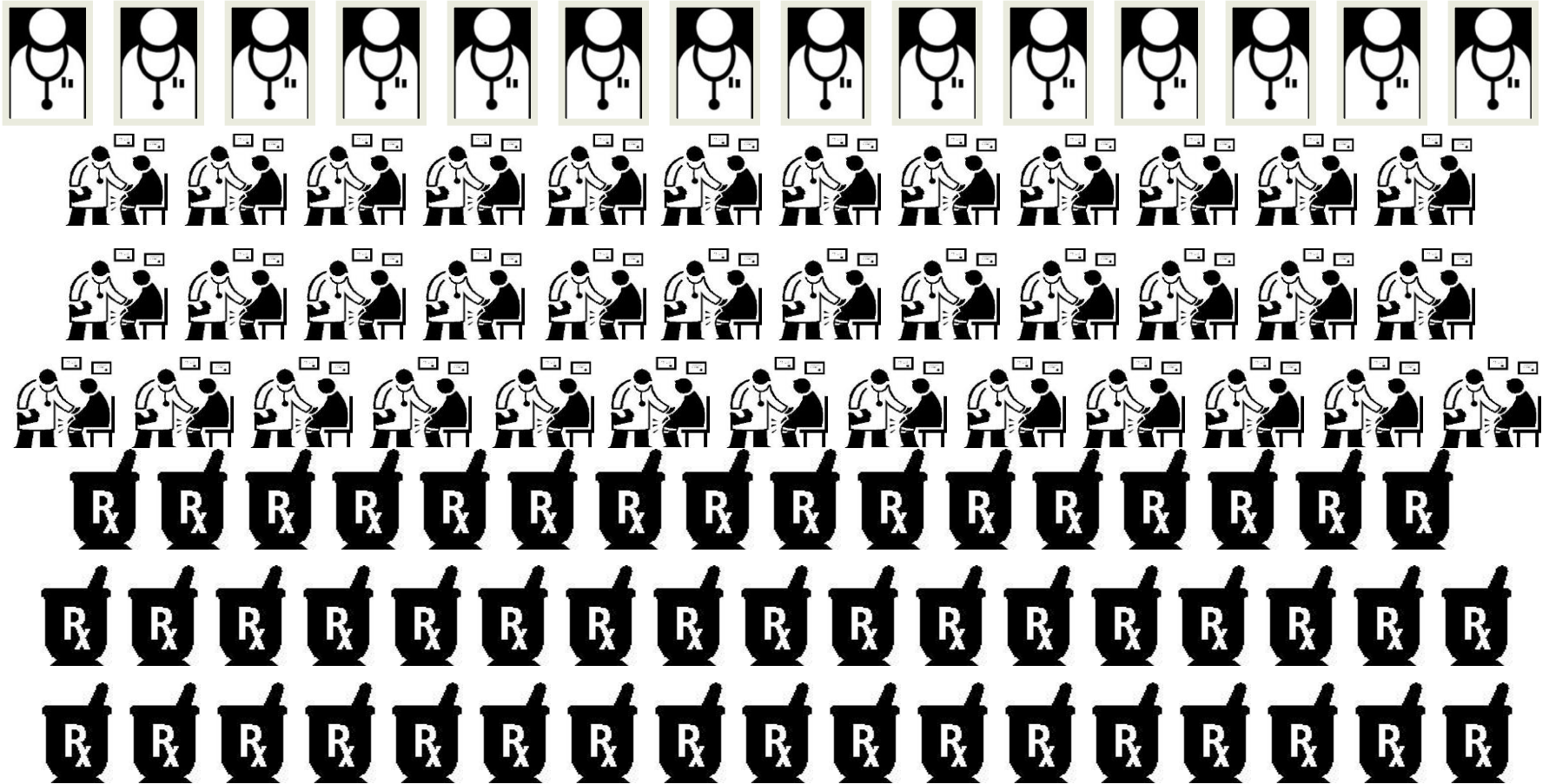
# Top 5% of Spenders Account for Almost Half of Health Care Spending



NIHCM Foundation analysis of data from the 2009 Medical Expenditure Panel Survey.



# Why Patients Urgently Need Integrated Care



# IOM's Six Essentials

**“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**



# Performance Gets You the Podium

**“...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

# The Information Age of Health Care



**OO + NT = COO**

# 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 Technology & Tools Teams

# Kaiser Permanente Care Management Institute

**“Making the right thing easy to do”**

- **The Care Management Institute (CMI) is a unique, pioneering institution with a mandate to optimize care quality and transform care delivery throughout Kaiser Permanente**
- **CMI creates and implements innovative, evidence-based programs that enhance member care**
- **CMI spreads clinical best practices and supports the national program by working with physicians, clinical experts and leaders throughout Kaiser Permanente**

# Proactive Office Encounter

KAISER PERMANENTE  
Demo Site

getting started | updates | FAQs | user guide | glossary | contact us

The Panel Support Tool

choose a provider | search / panel view | visit info | risk factors | logout

PCP: DEMO DOC Panel Size: 1158

Report

MRN	NAME	Age	Sex	Prev	Gain	DM	CVD	CHF	HIN	CKD	Last Seen	Rev'd
00000022	DEM22	76	F		20	Y				Y		3/23/2006
00000455	DEM455	39	M		17	Y				Y		
00000320	DEM320	50	F		17	Y			Y	Y	12/16/2004	
00000419	DEM419	45	M		17	Y						
00000441	DEM441	35	M		17	Y				Y		
00000599	DEM599	43	M		16	Y			Y			
00000678	DEM678	60	M		14	Y	Y	Y	Y	Y	7/6/2005	3/23/2006
00000492	DEM492	59	M		12	Y			Y	Y	3/13/2006	
00000267	DEM267	49	M		12	Y	Y		Y	Y	4/13/2005	
00000566	DEM566	37	F		12	Y			Y	Y	7/16/2004	
00000567	DEM567	54	M		11	Y	Y		Y	Y	7/29/2004	
00000702	DEM702	73	M		11	Y			Y		2/28/2006	
00000746	DEM746	58	F		10	Y			Y		12/27/2005	

## Information



## Monitoring



## Connection

**30%** increase in colon cancer screening

**11%** increase in breast cancer screening

**5%** increase in cervical cancer screening

**13%** improvement in cholesterol control



# Collaborative Cardiac Care Service at Kaiser Permanente

88% ↓

## Reduction in all-cause mortality

### Tools

Electronic medical record  
Computerized disease registry

### Information

Development of protocols  
to improve outcomes  
Rehabilitation Program  
Medication  
Management  
Prompts and reports to support  
protocols – accessible to all  
members of care team

### Teams

Physician  
Nurse  
Clinical Pharmacist

# Sepsis Care at Kaiser Permanente

60% ↓

Reduction in mortality for patients with sepsis

- Increasing Screening and Detection
- Improving Treatment
- Innovative Training to Ensure Safety

# America's Best Medicare Health Plans

1. Kaiser Foundation Health Plan of Southern California
2. Kaiser Foundation Health Plan of Colorado
3. Kaiser Foundation Health Plan of Northern California
4. Capital Health Plan
5. Kaiser Foundation Health Plan of the Northwest
6. Geisinger Health Plan
7. Kaiser Foundation Health Plan of Hawaii
8. Fallon Community Health Plan
9. Group Health Cooperative
10. Group Health Plan (HealthPartners)

Source: NCQA: America's Best Health Insurance Plans (Medicare) 2012-2013

# Kaiser Permanente's Key Success Factors

- **Clear, agreed upon, mission**
- **Visionary leadership**
- **Culture of measurement, comparison, acknowledgement, learning, and improvement**
- **Aligned structure and incentives**
- **Integrated information technology**

# Many Roads to Integration

Community-Oriented

Performance Reporting and Data Sharing

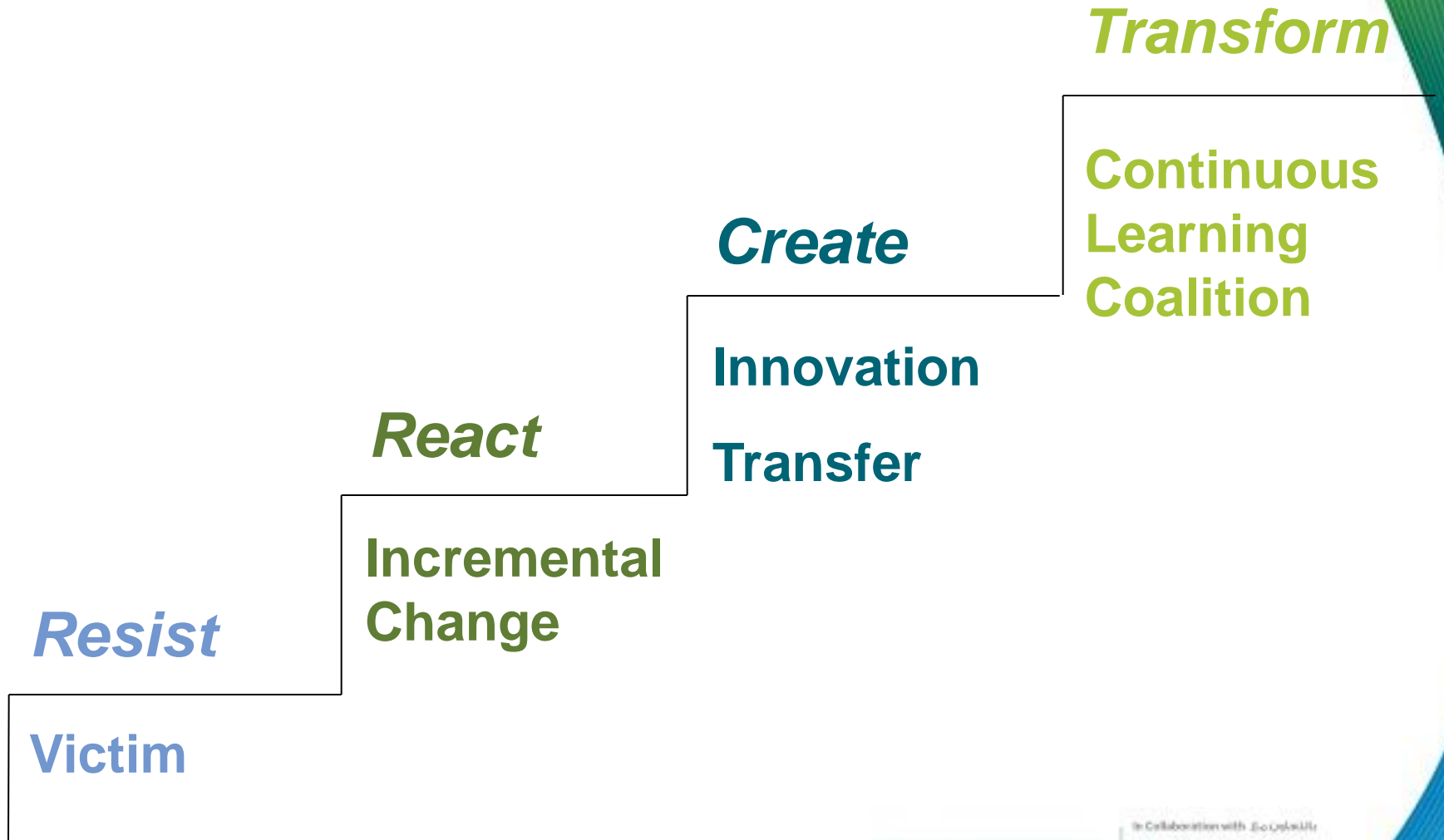
Delivery and Health Care System

Public Health System

Payer Programs



# Achieving Transformation



# Jack Cochran, MD

Executive Director  
The Permanente Federation  
Kaiser Permanente

(510) 271-5886  
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# Appendix



# More Information About Select Kaiser Permanente Care Delivery Initiatives

- Proactive Office Encounter
  - <http://www.innovations.ahrq.gov/content.aspx?id=3044>
- Collaborative Cardiac Care Service:
  - <http://www.ncbi.nlm.nih.gov/pubmed/17896892>
  - <http://onlinelibrary.wiley.com/doi/10.1592/phco.30.11.1127/abstract>
- Sepsis Care
  - <http://www.innovations.ahrq.gov/content.aspx?id=3660>

# The Range of Impact of the Fully Accountable Physician

- **Clinical Quality**
- **Resource Stewardship**
- **Information Technology Systems Development and Deployment**
- **Drug Formulary**
- **Research**
- **Public Policy**
- **Insurance Product Development and Customer Engagement**

# CMI Components and Services

## National Services

- **Clinical and Operational Improvement**
- **Clinical Information Services**
  - National Clinical Library
    - KP-wide online access to clinical practice guidelines, best practices, protocols, scientific journals and textbooks
  - Evidence Services
    - National Guideline Program
  - Informatics
- **Video Ethnography**
- **Partnerships**
  - IHI Strategic Partnerships
- **Specialty Access**
- **Population Health**



# CMI Components and Services

## Care Delivery Initiatives

- Total Health
- Comprehensive Cancer Care
- Integrated Behavioral Health
- Elder Care/Palliative Care
- Maternity Care
- Transitions/Complex Care
- Medicare Quality

