

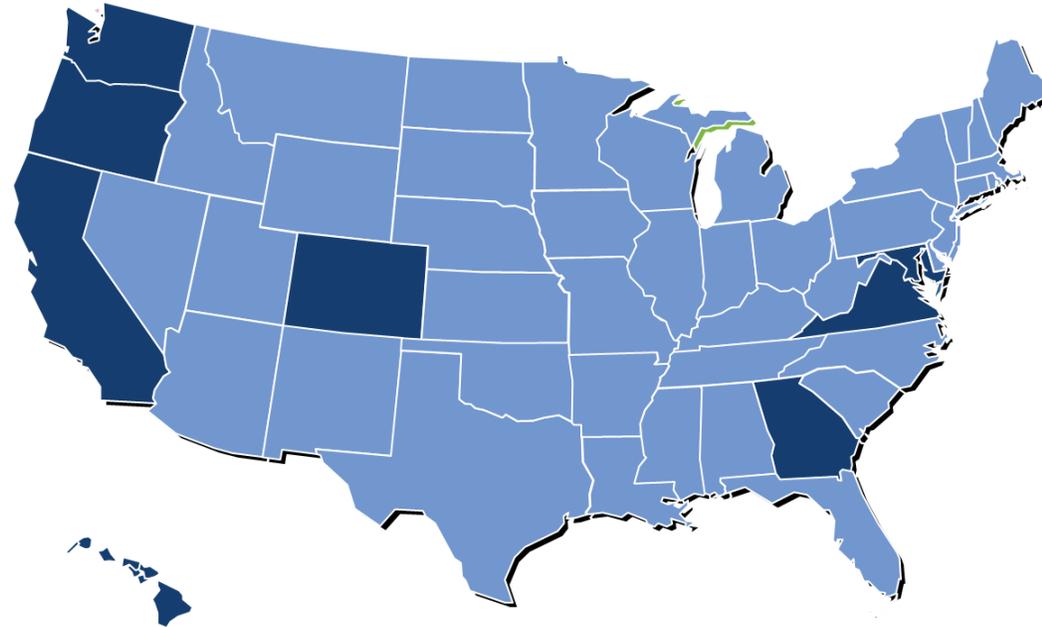
Better Together

Lisa Schilling, RN
Vice President, Quality and Care Delivery effectiveness

British Columbia Patient Safety and Quality Council
Quality Forum
Vancouver, B.C.
March 3, 2017

Kaiser Permanente by the numbers

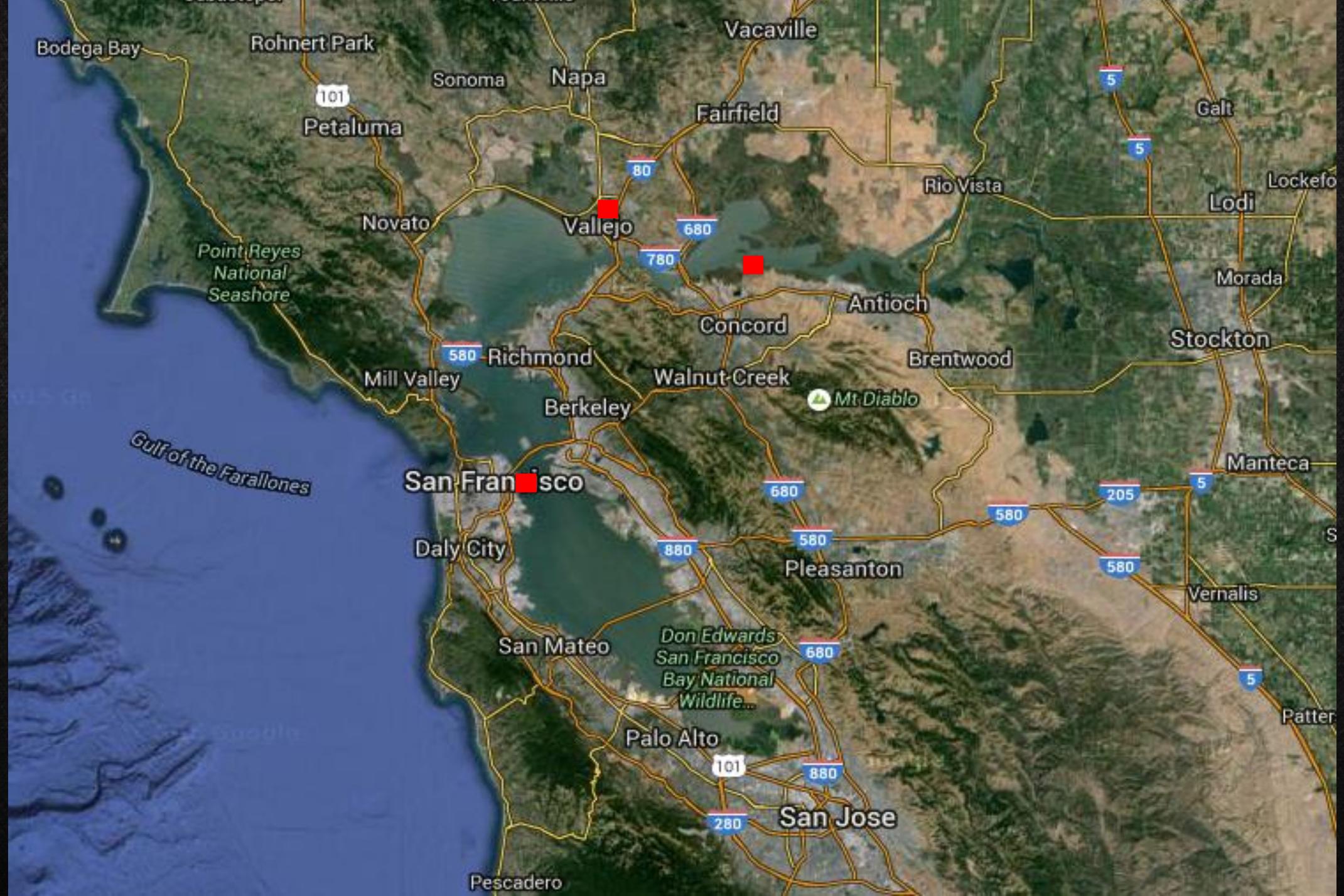
- 8 regions serving 8 states and the District of Columbia
- 11 million members
- More than 24,000 physicians
183,000 employees (including more than 48,000 nurses)
- 38 medical centers (with hospitals)
- More than 600 medical offices (ambulatory care buildings)
- \$63 billion operating revenue (2015)

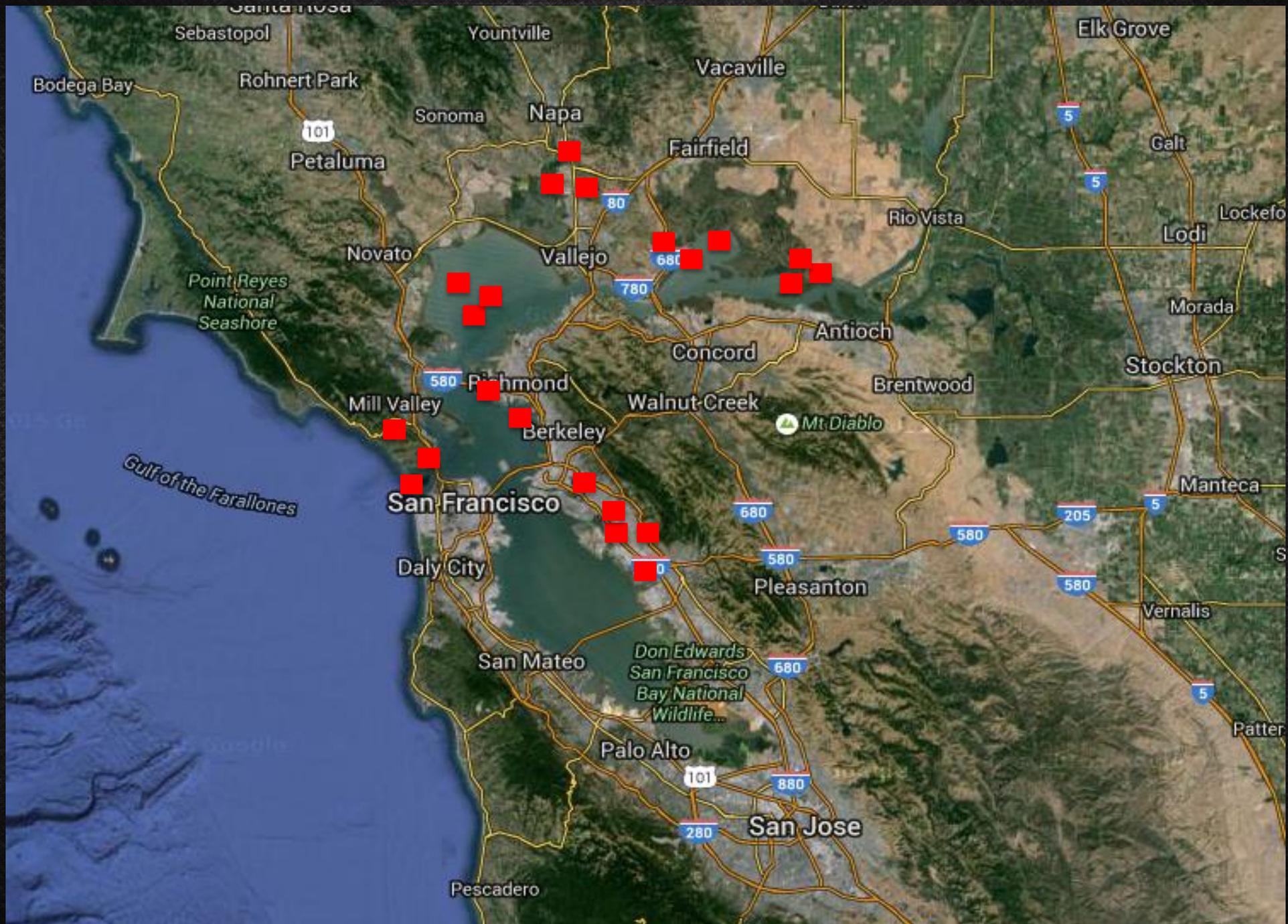


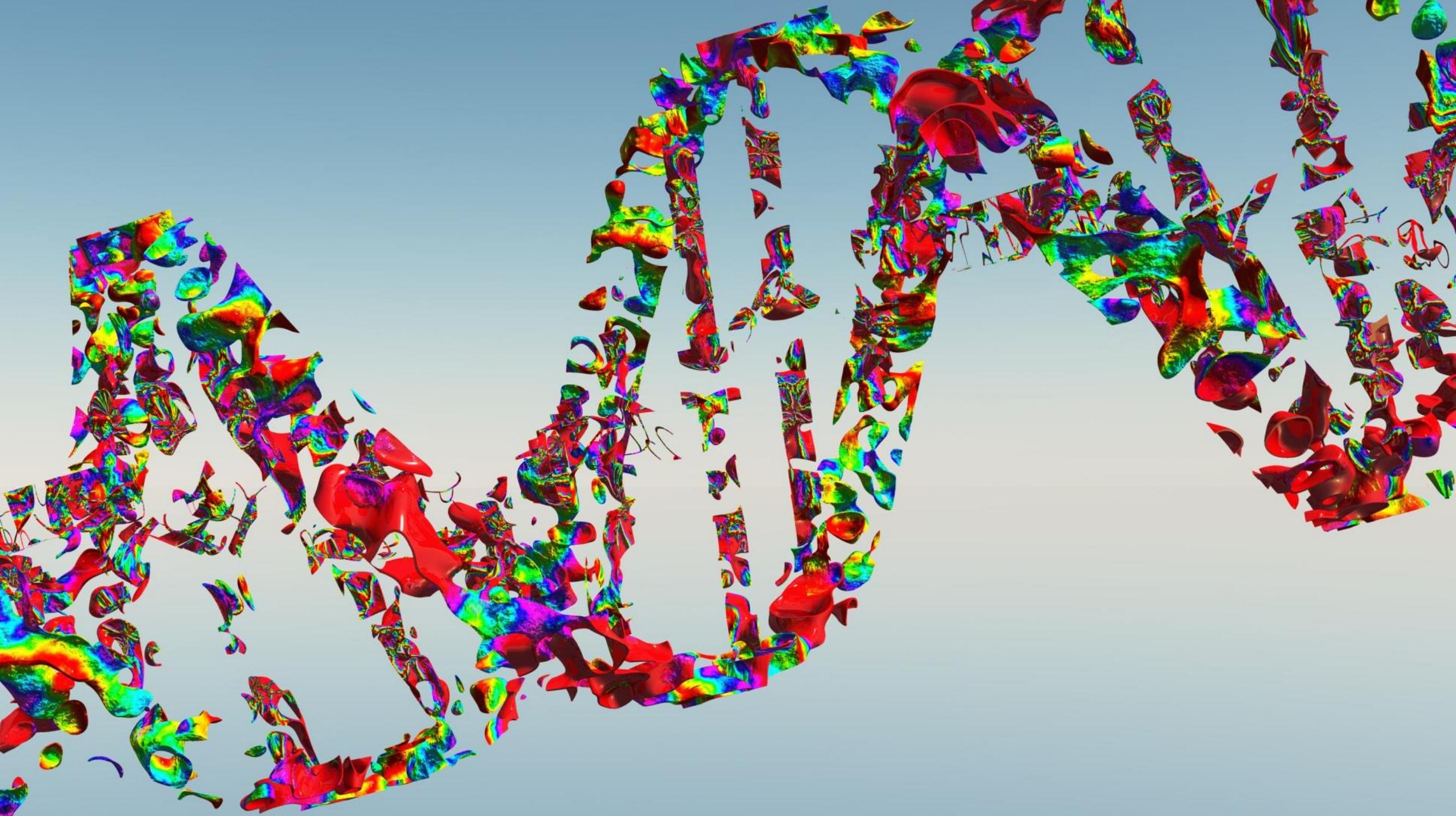
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A close-up, high-angle shot of a clear glass hourglass. The top bulb is partially filled with clear water, which is splashing and creating a dynamic, curved surface. A single drop of water is captured in mid-fall from the narrow neck, with several smaller droplets following it down. The bottom bulb is empty. The background is a plain, light color.

“Innovating requires identifying the problems that matter and moving through them systematically to deliver elegant solutions.”

-Ten Types of Innovation

Leading organizations understand **what** needs to be done to facilitate change, **why** they exist—the imperative of experiences, and **how** change can occur at a pace consistent with the environment.



Focus the organization



Design for experiences



Use a shared framework



Cultivate dynamic leadership



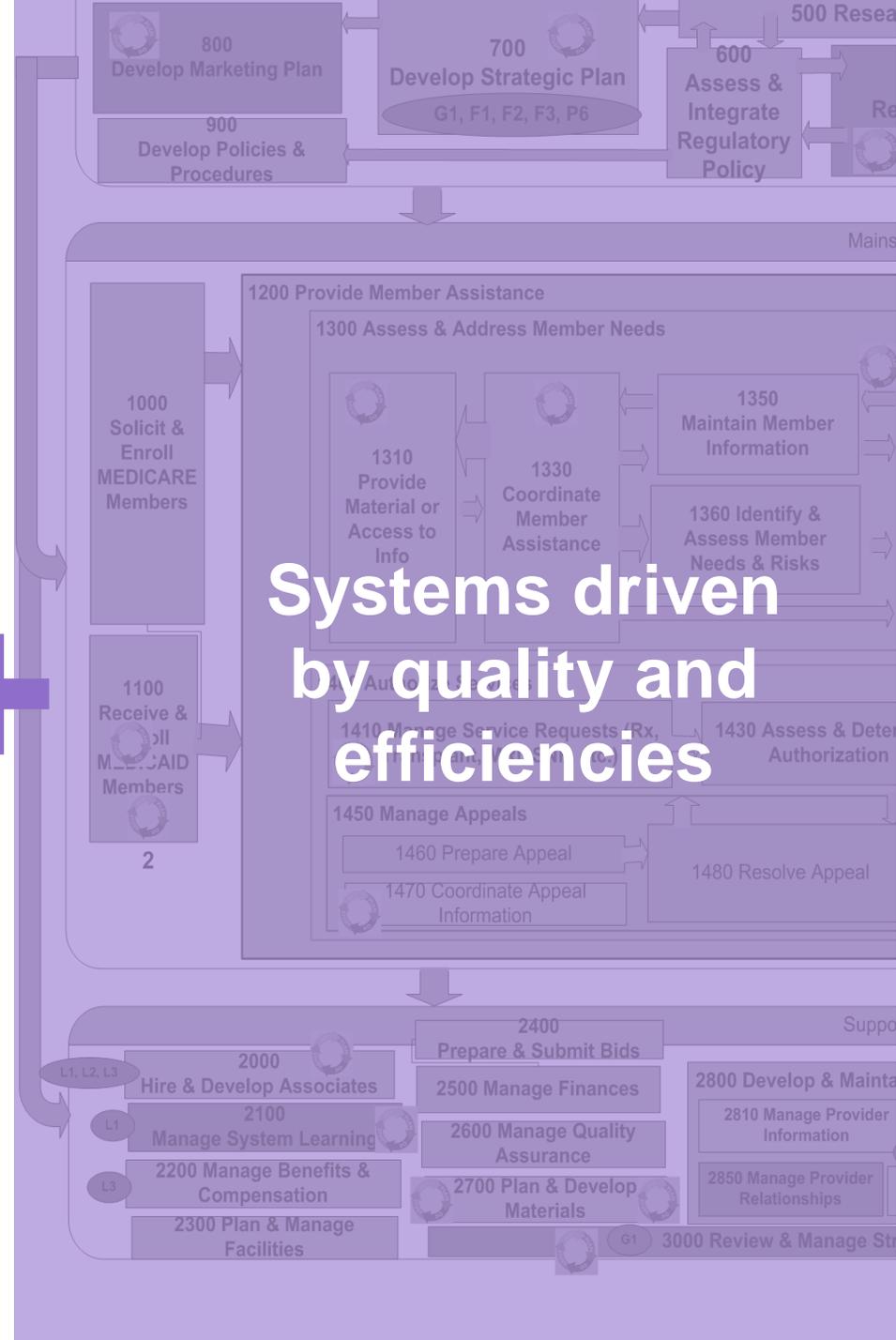
Measure the value



Design for spread



Design driven
by user needs
and experiences

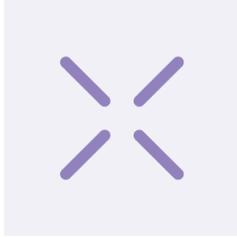


Systems driven
by quality and
efficiencies



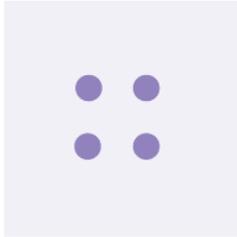
From diffuse successes to strategic wow results and experiences

4 Phases to Accelerating Learning and Spread



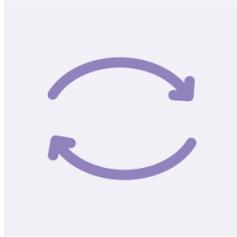
Focus

Setting the strategic direction and priorities.



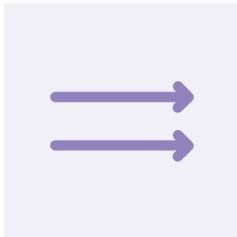
Understand

Defining what problems that need to be solved.



Design

Creating and rapidly prototyping a portfolio of solutions.



Integrate

Planning, demonstrating and implementing solutions at scale.

How does it work?

- XLS

A 3D maze background with white walls and a light gray floor, receding into the distance. The maze is complex and fills the entire frame.

**“Plans are only good intentions unless they
immediately denigrate into hard work”**

- Peter Drucker

From Strategy to Execution: Building Change into Operations

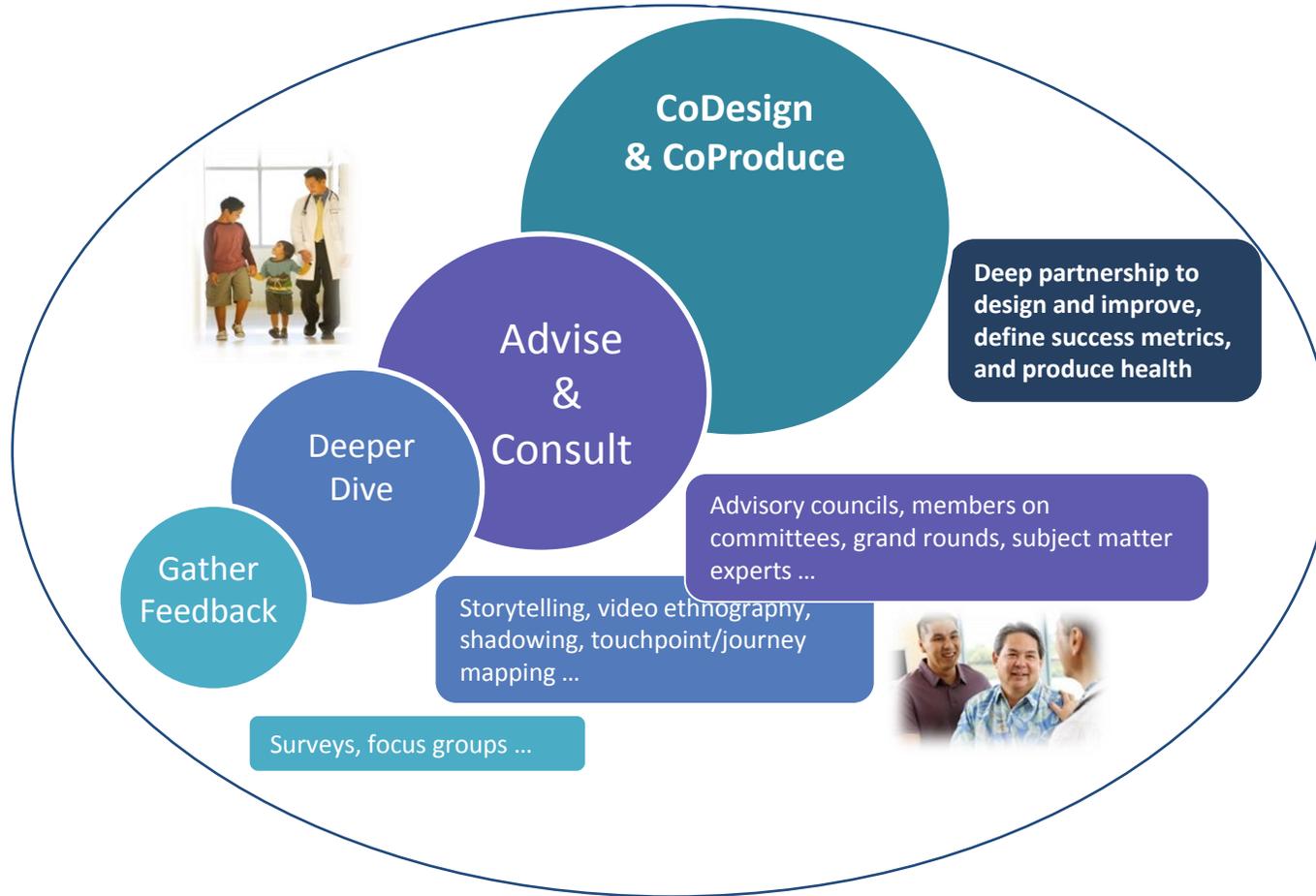


A woman with dark hair in a ponytail, wearing glasses and a white t-shirt, is sitting at a desk. She has a large, colorful tattoo on her left arm. She is holding a baby in her arms while looking at a laptop screen. The baby is wearing a black and white patterned top. The background shows a window with a view of a city and some pink flowers in a vase on the right side of the desk.

Person focused goals

Implement depression care management programs across Kaiser Permanente
A member who feels “off” emotionally can get trusted, personalized help, when, where and how she wants it

Partnering with Patients and Community



Source: Estee Neuwirth, KP 2015

Metrics that matter to patients

Healthcare measures:
Diagnosis rate
Medication refill rate
Length of stay



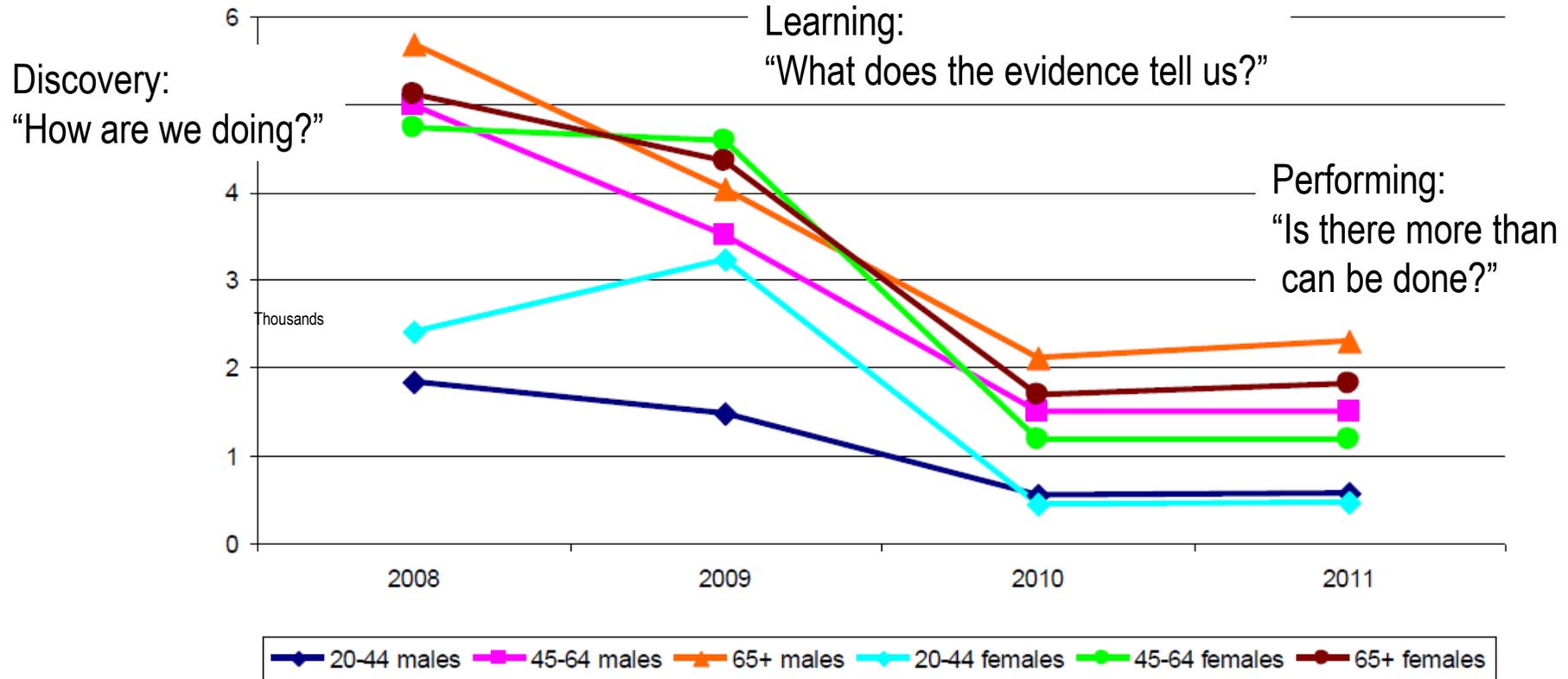
Patient measures:

Is my quality of life improving?

Do providers treat me with respect?

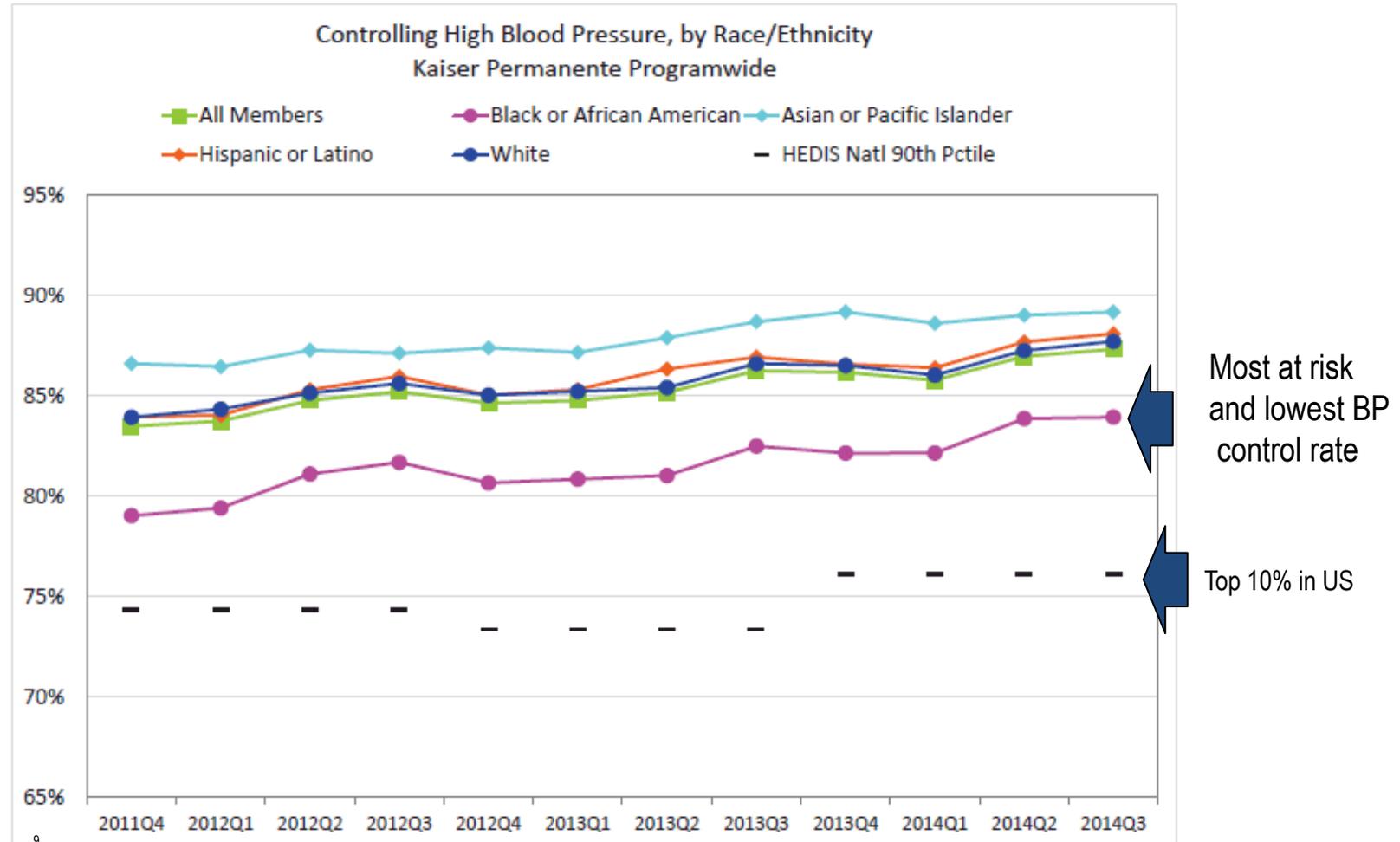
Do providers discuss what matters to me?

Three Big Questions



- 2008 –reduce high HEDIS rate of back surgeries in favor of conservative back care management
- Developed [Complete Back Care Algorithm](#) implemented 2009-2011

Going deeper looking at equity

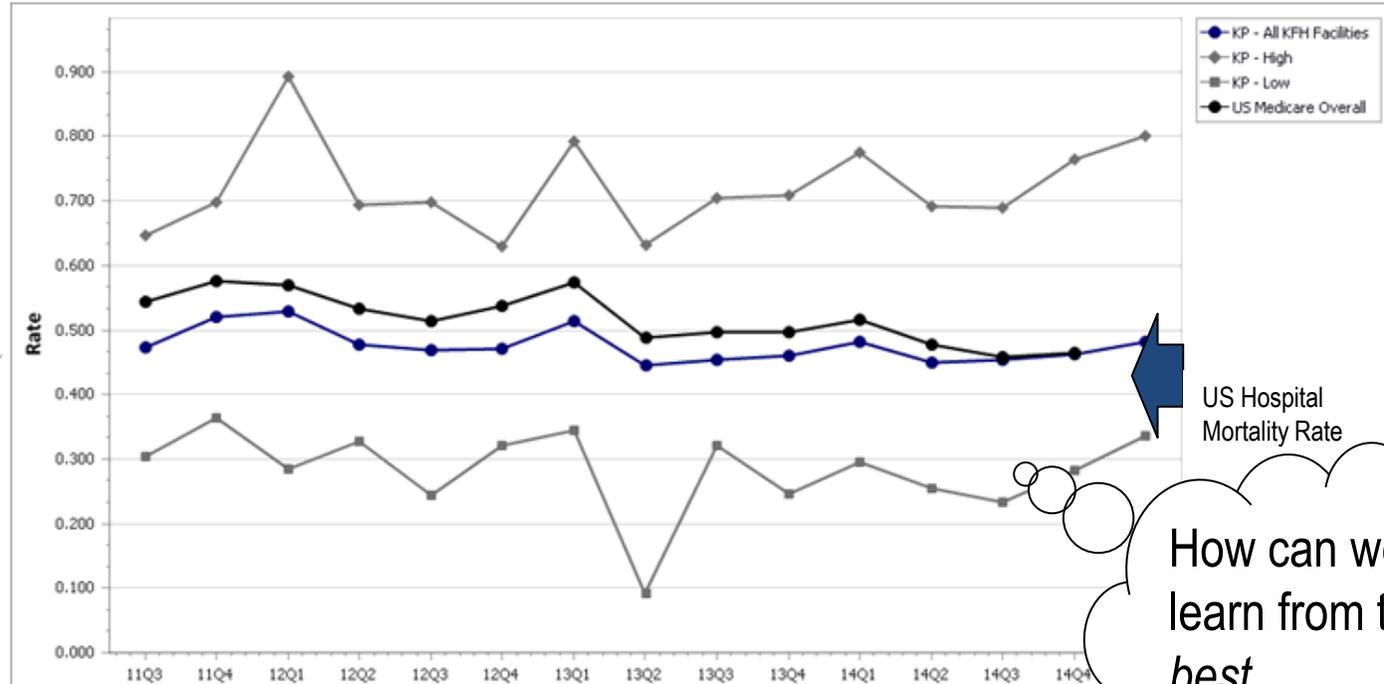


If we want to “be the best at getting better” then learning is continuous

Accountability with a new lens

Hospital Standardized Mortality Ratio (HSMR)

Period	Low	KP	High
2011 - Q1	SMO: 0.337	0.481	SUN: 0.800

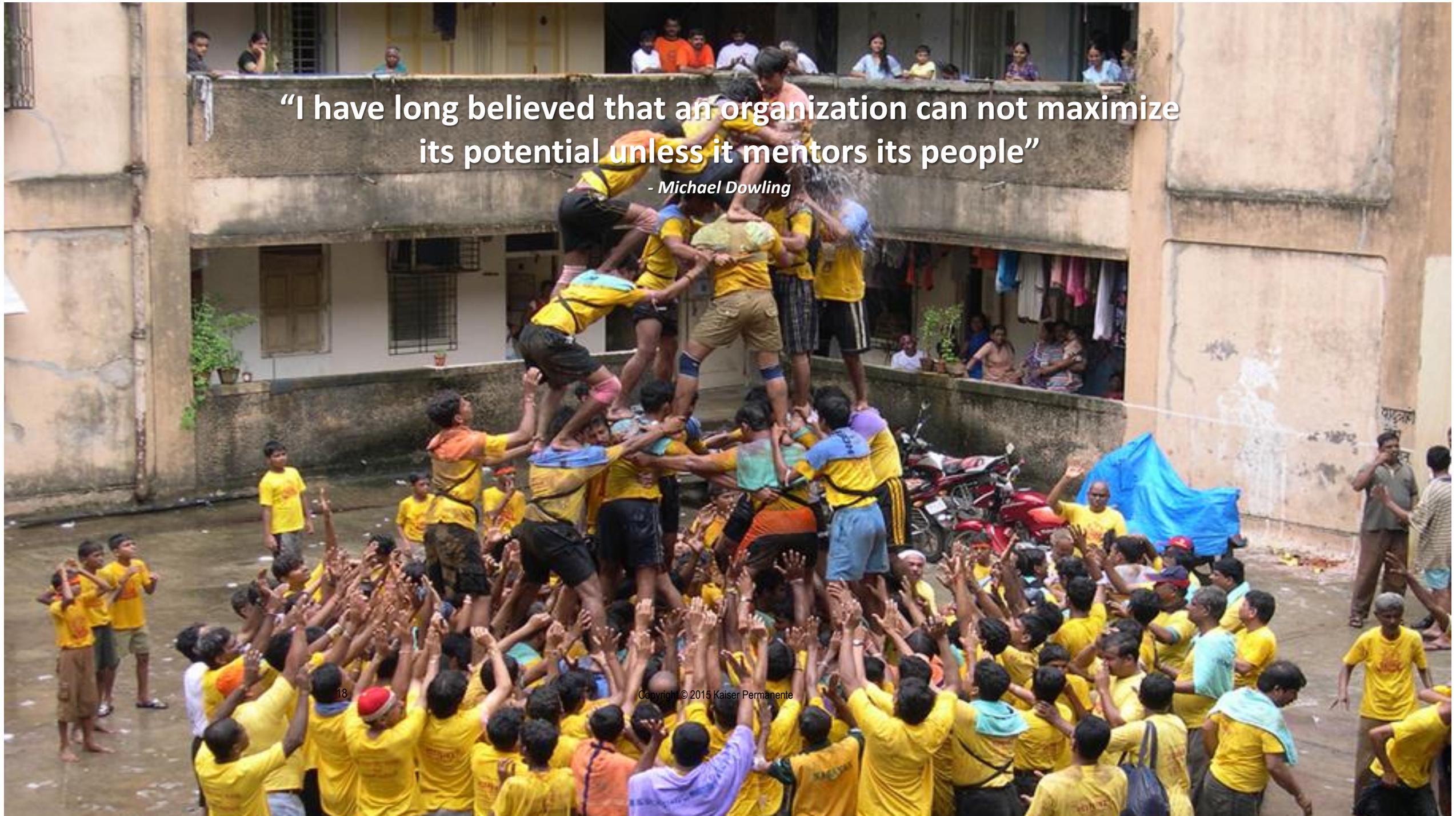


Series	11Q3	11Q4	12Q1	12Q2	12Q3	12Q4	13Q1	13Q2	13Q3	13Q4	14Q1	14Q2	14Q3	14Q4
KP - All KFH Facilities	0.472	0.521	0.528	0.478	0.469	0.471	0.514	0.445	0.454	0.461	0.481	0.450	0.458	0.477
KP - High	0.648	0.697	0.894	0.695	0.697	0.630	0.792	0.632	0.705	0.708	0.776	0.690	0.762	0.799
KP - Low	0.303	0.364	0.284	0.238	0.245	0.322	0.246	0.093	0.221	0.246	0.295	0.254	0.281	0.337
US Medicare Overall	0.545	0.576	0.569	0.533	0.515	0.539	0.574	0.488	0.496	0.497	0.516	0.477	0.468	0.477

How can we learn from the best performer?

“I have long believed that an organization can not maximize its potential unless it mentors its people”

- Michael Dowling



How are you motivating people?

- Burning Ambition

Successful Leadership

- Where are you looking to anticipate the next change?
- How diverse is your network?
- Are you courageous enough to abandon the past?

