Thriving in a Healthcare Setting: The Kaiser Permanente Perspective

Maria Carrasco MD
Region Physician Lead, CRC
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Highlights of an Integrated Health Care Experience
Finding your Niche in Medicine

Mission
Healthcare Model
Technology/Metrics
Workstyle Practice
Pay for Performance
Lifestyle Practice
Employee vs Partnership Track
Health Care in the United States

The U.S. has the highest health care spending in the world: 15.3% of Gross Domestic Product and $6,400 per person per year (almost double that of Canada, Australia, and Germany).
Health Care in the United States

- An array of different financing, insurance, and delivery models.
- Six health plans control 43% of the U.S. health care market: WellPoint (13%), UnitedHealth (11%), Aetna (7%), Kaiser Permanente (4%), Humana (4%), and Cigna (4%).
- Most insurance provided through private, employer-based coverage.
- Government provides coverage for the over-65 population (Medicare: 14% of population) and the poor (Medicaid: 13% of population).
- Most care paid for on a fee-for-service basis.
- 16% of citizens without health insurance (20% in California).
- U.S. health care outcomes not as good as nations that spend less on health care.
Kaiser Permanente as a Leader

Opened to the public in 1945, Kaiser Permanente is the largest non-profit, integrated health care delivery system in the United States.
“Quality health care in America will never be cheap, but Kaiser probably does it better than anywhere else . . . . According to economists and medical experts, Kaiser is a leader in the drive both to increase the quality of care and to spend health care dollars more wisely, using technology and incentives tailored to those goals.”

Kaiser Permanente as a Leader

In California, where 75% of Kaiser Permanente members reside, we rank #1 according to various quality measures:

- We're the only California health plan to have appeared on the National Committee for Quality Assurance's (NCQA) annual list of the best health plans in the Pacific Region for 11 straight years.

- Kaiser Permanente Northern California was singled out by NCQA for excellence in the management of cardiovascular disease. Overall mortality in KP is 30% lower than that of the community.
Member Satisfaction

National Health Insurance Plan Study
Office of the Patient Advocate Quality Report Card
Excellent Rating to Kaiser Permanente SC and NC

KP Southern California and Northern California
- Each received 7 of 8 possible stars in the report – more than any other health plan
- Were the only California health plans to receive an excellent rating — 4 stars — for meeting national clinical quality goals
- Were the only two health plans to earn 30 stars or more in the nine clinical measures cited by the OPA
- Northern Cal. scored 32 of 36 possible stars
- Southern Cal. scored 30 stars
- SCPMG doctors received excellent ratings for clinical quality in each of 10 Southern California areas
- In the overall physician group ratings, SCPMG earned the most stars in 9 areas and were second in the other area

November 2008

Los Angeles Times Headline
“Kaiser Permanente gets perfect four-star rating on HMO score card”
November 21, 2008
How We Started

Kaiser Permanente was born out of the challenge of providing medical care to industrial workers during the Great Depression and World War II, when most people could not afford to go to the doctor.
How We Started

- **1933**: Dr. Sidney Garfield establishes a prepayment health plan for workers building an aqueduct in the California desert.

- **1938-45**: Henry Kaiser persuades Dr. Garfield to set up a group practice prepayment plan for workers and their families, first at the Grand Coulee Dam construction site, then during World War II at Kaiser shipyards in California and Washington.

- **1945**: The Kaiser health plans are opened to the public in California, Oregon, and Washington.
Our Numbers

- 8 regions serving 9 states and the District of Columbia
- 8.6 million members
- 14,600 physicians
- 160,000 employees (including 41,000 nurses)
- 35 medical centers (with hospitals)
- 431 medical office buildings
- $38 billion operating revenue (2007)
Membership by Region

- Colorado: 479,535
- Georgia: 274,127
- Hawaii: 211,403
- Mid-Atlantic States (Virginia, Maryland, Washington DC): 491,005
- Northern California: 3,294,426
- Northwest (Oregon/Washington): 479,096
- Ohio: 146,300
- Southern California: 3,277,651
Kaiser Permanente Regions and Locations

**Northern California:** East Bay, Fresno, Golden Gate, North East Bay, South Bay, Stanislaus County,

**Southern California:** Inland Empire, Kern County, Los Angeles County, Orange County, San Fernando Valley, San Gabriel Valley, Ventura County

**Colorado:** Denver, Boulder, Colorado Springs

**Georgia:** Atlanta

**Hawaii:** Oahu, Hawaii, Kauai, Maui

**Mid-Atlantic States:** Washington, D.C., suburban Maryland, northern Virginia, Baltimore

**Ohio:** Cleveland, Akron

**Oregon/Washington:** Portland (includes Salem/Longview)
Facts about our Southern California Region

- Medical centers (with hospitals): 13
- Medical offices (mostly primary care centers): 130
- Physicians: 6,441
- Nurses: 13,667
- Employees: 55,9043
- Doctor office visits (outpatient encounters): 17.5 million
- Personal health record (PHR) visits to kp.org: 1.8 million
- Membership 3,277,651
Our Southern California Service Areas

- Coachella Valley
- Kern County
- Orange County
- The Valleys
- Western Ventura County
- Inland Empire
- Metropolitan Los Angeles/West Los Angeles
- San Diego County
- Tri-Central
Our Numbers: Sources of Membership

- Employment Based Groups: 78%
- Medicare & Medicaid: 15%
- Individuals: 7%
Our Mission

Kaiser Permanente exists to provide high-quality, affordable health care to our members and patients and to improve the health status of the communities we serve.
Kaiser Permanente typically spends about 3% of our total revenue, or about half our net income, on our Community Benefit program – often on activities tied to disease prevention and population health. In 2007, this amounted to $1 billion devoted to the following:

- Charitable Care and Coverage (to help those who can’t afford it pay for Kaiser Permanente health insurance)
- Safety Net Partnerships (to help finance other organizations that help serve the uninsured, such as community clinics and public hospitals)
- Community Health Initiatives (addressing America’s obesity epidemic through public policy activity and a Health Eating/Active Living partnership)
- Developing and Disseminating Knowledge (funding and disseminating health care research and evaluation studies and sharing Kaiser Permanente’s best practices)
Responding to our Communities

Centers of Excellence in Culturally Competent Care
- African American Population, West Los Angeles Medical Center
- Armenian Population, Glendale Medical Center

Bicultural & Bilingual Primary Care Medical Offices and Modules
- Hispanic Population, East Los Angeles Medical Offices
- Hispanic Population, Cudahay Medical Offices
- Chinese Primary Care Module, Garden Grove Medical Offices
- Vietnamese Primary Care Module, Garden Grove Medical Offices
- Spanish Primary Care Module, Garden Grove Medical Offices
SCPMG initiated the “Language Concordance Program”, which matches patients who prefer to speak certain languages with physicians who are fluent in those languages.

Arabic, Armenian, Cambodian (Khmer), Cantonese, Farsi, Korean Mandarin, Russian, Spanish, Tagalog and Vietnamese
Oliver Goldsmith, MD Scholarship for the Promotion and Advancement of CRC

- This scholarship honors medical/osteopathic students entering their 3rd or 4th year of medical school who intend to practice in Southern California.
- It is a $5,000 scholarship for students who have demonstrated their commitment to diversity through community service, clinical volunteering, or research.
- The selected students will participate in a mentoring program and a four-six week clinical rotation with Kaiser Permanente.
Since 1985, Kaiser Permanente has reached more than 11 million people with messages of health through educational theatre programs and workshops, including:

- *Zip’s Great Day, The Best Me, and Peace Signs* (to help kids age 5-11 develop good health habits and avoid violent behavior)
- *Nightmare on Puberty Street* (to help kids age 12-14 deal with issues around sexuality, drug use, self-esteem, and health)
- *Secrets* (to help kids age 14-18 understand the risks of sexually transmitted diseases)
Kaiser Permanente defines the integrated model of health care financing and delivery through its unique partnership among three entities.

- Social purpose
- Quality-driven
- Shared accountability for program success
- Integration along multiple dimensions
- Prevention and care management focus

Kaiser Permanente
Foundation Hospitals
Kaiser Foundation Health Plan
Permanente Medical Group
Health Plan Members
Our Model

- Leadership groups at all levels typically include leaders from all three entities – Kaiser Foundation Health Plan, Kaiser Foundation Hospitals, and the Permanente Medical Groups.
- A national Board of Directors legally governs the Kaiser Foundation Health Plan and Hospitals organizations – made up primarily of outside directors with expertise in various areas from around the U.S.
- The Permanente Federation serves as an umbrella for the eight Permanente Medical Groups on collective projects such as care guidelines and quality measurement and management issues.
Our Model

In California, where 75% of our membership resides, we offer one-stop shopping for most services:

- Hospital
- Outpatient offices
- Pharmacy
- Radiology
- Laboratory
- Surgery
- Primary care physicians working closely with specialists and hospitalists
- Health education and preventive care
- Home health care
Kaiser Foundation Health Plan So. California
U.S. News and World Report (November 2008)

Commercial Rank: 100
Score: 82.9
(KPNC and KPSC top two in California)

Medicare Rank: 2
Score: 88.1

www.usnews.com
Quality Healthcare

#1 ranked clinical attributes

Source: California Cooperative Health Care Reporting Initiative (CCHRI), 2008
NCQA Accreditation Triple Play for KPSC

Excellent Accreditation Status
Medicare Advantage Deemed Status
Quality Plus Distinction for Physician and Hospital Quality

Source: Inside KP Southern California 7/21/08
Kaiser Permanente is making a multibillion dollar investment in KP HealthConnect, a secure nationwide electronic data system that is:

- More than just an electronic record
- A highly sophisticated information management and delivery system
- A programwide system that integrates the clinical record with appointments, registration, and billing
- A complete health care business system that will enhance the quality of patient care
Scope of Kaiser Permanente HealthConnect™

Care Delivery Core

Outpatient
- Scheduling
- Registration
- Clinicals
- Billing

Inpatient
- Scheduling
- Admission, Discharge, and Transfer
- Clinicals
- Pharmacy
- Emergency Department
- Operating Room
- Billing

Ancillaries
- Outpatient Pharmacy
- Lab
- Radiology/Imaging
- Others (immunizations, EKG, dictation)

Health Plan
- Membership/Benefits
- Claims Processing
- Benefits Accumulation
- Pricing System

Finance
- General Ledger
- Capital Planning
- Financial Reporting

Data Warehouse / EDR Enterprise Data Repository
Expanded Online Access for Members

www.kp.org
Member Web Portal

Access medical record
Make/change appointments
Send email to doctor
Check lab results
Access health Information
Review eligibility & benefits
Account summary

Care Delivery Core

Scope of KP HealthConnect Suite

Outpatient
- Scheduling
- Registration
- Clinicals
- Billing

Inpatient
- Scheduling
- Admission, Discharge, and Transfer
- Clinicals
- Pharmacy
- Emergency Department
- Operating Room
- Billing
Expanded Online Access for Members

KP HealthConnect allows members to send secure email and review lab results, medication lists, and other personal medical information via KP.org using a secure and password-protected Internet connection. At any time, day or night, members can schedule or cancel appointments, pay bills, request medication refills, and ask for referrals. Members’ personal health information will be seamlessly integrated into KP.org to help them better understand the care they’re receiving - and build a stronger relationship with their KP providers.
What KP HealthConnect Offers Providers

- Decision support (for practice guidelines, recommended drugs, etc.)
- Population management tools (such as registries)
- Health care team communication/messaging tools
- Measurement, feedback, innovation, transformation
KP’s e-care Evolution

- **E-Health Management:** including blood pressure, blood glucose, respiratory peak flow, weight measurement, “virtual care” using video and audio cast, and online health assessments
- E-mail your doctor
- View lab test results online
- Refill prescriptions online
- Schedule/cancel appointment online
- Select a physician online
- View your health record
- Drug/health encyclopedia
- Healthwise Handbook
- Facility/staff directory
- Link to other Web sites
Among Kaiser Permanente’s members, 27% have one or more chronic conditions and account for 64% of our costs.
The Care Management Institute (CMI)

Kaiser Permanente started its own Care Management Institute in 1997 to improve its health outcomes through the identification, implementation, and evaluation of nationally consistent, evidence-based, population-oriented, cost-effective health care programs. The philosophy that guides this work is “making the right thing easier to do.”
CMI’s Priority Areas

Kaiser Permanente is focusing on nine clinical priority areas, with evidence-based guidelines and population care management programs created and spread by our Care Management Institute:

- Asthma
- Chronic pain
- Coronary artery disease
- Depression
- Diabetes
- Elder care
- Heart failure
- Obesity
- Self-care
Expanding our Definition of High Risk

Original Care Management Programs involved disease-specific approaches

Current Total Care Programs views a broader population as high risk

- Diabetes
- CAD

+ Stroke
+ Chronic Kidney Disease
+ Peripheral Vascular Disease
Chronic Conditions Management
Addressing all levels of care needed by a population

LEVEL 3 (1% -5%)
*Intensive Case Management*
Specialty MD care coordination with care/case management, eCare

LEVEL 2 (20%-30%)
*Assisted Care or Care Management*
with nurse, PharmD, or PMA care management with MD, eCare

LEVEL 1 (65%-80%)
*Routine care delivered by Primary Care Team*, as well as self-management education.

Primary Care with Self-Care Support

Assisted Care or Care Management

Intensive Case Management

Prevention
What is Panel Care Management?

Tools and processes for population care management, to find and close care gaps, applied at the level of a primary care panel.

- Systematic approach
- Prominent role for primary care physician
- Proactive outreach, beyond office visits
- Leveraging technology and staff
More Touches with Fewer Office Visits

A typical work day of one physician – a champion for panel management

1. **Average daily ‘touches’ before panel management**
   - 80 contacts
   - 70 contacts
   - 60 contacts
   - 50 contacts
   - 40 contacts
   - 30 contacts
   - 20 contacts
   - 10 contacts
   - 0 contacts
   - Office visits

2. **Average daily ‘touches’ with panel management**
   - 80 contacts
   - 70 contacts
   - 60 contacts
   - 50 contacts
   - 40 contacts
   - 30 contacts
   - 20 contacts
   - 10 contacts
   - 0 contacts
   - US mail contacts
   - RN and HCT contacts
   - Email contacts
   - Phone contacts
   - Annual health goals
   - “Fast Track”’s
   - Group visits
   - Office visits
Kaiser Permanente Southern California has the highest breast cancer screening rate for women, ages 52 to 69, out of all reporting U.S. health plans.
Did you know that Kaiser Permanente SCAL is

Number 1 in the Nation
Antidepressant Medication Management - Acute Phase Treatment
Breast Cancer Screening - Women 52 to 69
Comprehensive Diabetes Care - Medical Attention for Nephropathy

Number 2 in the Nation
Comprehensive Diabetes Care - Blood Pressure Control (<140/90)

2008 California Cooperative Healthcare Reporting Initiative Report
National Ranking: HEDIS 2008 National 90th percentile
Commercial (HEDIS 2008)
Did you know that Kaiser Permanente SCAL is

**Number 3 in the Nation**
Controlling High Blood Pressure - Total
Comprehensive Diabetes Care - Blood Pressure Control (<130/80)
Chlamydia Screening in Women - Total and ages 16 to 20

**Number 4 in the Nation**
Antidepressant Medication Management - Continuation Phase Treatment
Chlamydia Screening in Women ages 21 to 25

2008 California Cooperative Healthcare Reporting Initiative Report
National Ranking: HEDIS 2008 National 90th percentile
KPSC Controlling Blood Pressure (HEDIS)

- Commercial population: #3 in the nation
- Medicare population #9 in the nation
KP’s Diverse Workforce

- Diverse medical staff and training programs that meet the diverse needs of the communities
- In 2006, Kaiser Permanente was named to DiversityInc Top 50 Companies for Diversity® and awarded the Innovation and Excellence in Community Leadership Award by America’s health Insurance Plans for our Health Care Interpreter Certificate Training Program.
KP Lets Doctors Be Doctors which is Satisfying and Rewarding

Control of Practice
- Directly influence the practice and procedures of SCPMG
- All partners are equal
- More than 87% associate physicians become partners

Multi-specialty Physician Network
- Physicians may refer patient to SCMPG specialist without approval of health plan administrator.

Balance Work and Private Life
- Only required to work 40 Hour work weeks
- Overtime Paid at 120%
Opportunities for SCPMG Physicians

Professional development & training opportunities

- Teaching
  - KPSC offers 31 residency training programs in 25 different specialties, 4 affiliate programs and fellows
  - Academic appointments with local medical schools

- Research
  - KPSC has approximate 1,200 active research projects
  - Over 800 projects are active clinical trials including studies on cancer, HIV/AIDS, and cardiac surgery
SCPMG – Exceptional Benefits Plan

Estimated Value of all Benefits = 31% of Base Salary

- Health Benefits
- Life Insurance
- Time-Off Benefits
  - 3 weeks Vacation - Unused vacation time rolls over
  - 6 Holidays
  - 3 Paid Personal Days
  - 5 Days for CME
  - ½ Day a Week for Education Leave
  - 22 Sick day per year

- Company Paid Pension Plan
- Retirement and Savings Plan
SCPMG – Exceptional Benefits Plan

Estimated Value of all Benefits = 31% of Base Salary

- Supplemental Compensation
- Language Concordance Program
  - Primary care - Earn up to $10,000/year depending on panel size
  - Specialty Care - Earn up to $10,000/year depending on patient visits
- $5000 Relocation Expense Reimbursement
- Relocation/Mortgage service referrals available
- Malpractice Insurance and Tail Coverage provide by SCPMG
  ** If selected to interview SCPMG will cover your travel expenses**
Applying for a Kaiser Permanente, Southern California Position

There are recruiters in every specialty available to talk to you about career opportunities throughout the region.

- You may view career opportunities and submit your CV by:
  - Going online at [www.physiciancareers.kp.org/scal](http://www.physiciancareers.kp.org/scal)
  - Calling a recruiter in your specialty at (800) 541-7946
Applying for Clerkships/Electives and Scholarships
Kaiser Permanente, Southern California

Please visit the Residency Recruitment and Outreach Department’s website to download the application: [http://residency.kp.org/scal](http://residency.kp.org/scal)
or
(877) 574-0002

- The website provides a list of who the contacts are at each facility and what specialties are available.
The Importance of Self-Care

- Over 80% of all medical symptoms are self-diagnosed and self-treated without professional care.
- Patients are the true primary care providers of medical care for themselves and their families.
- How can health care systems educate, equip, and empower the true primary care providers... patients?
Self-Care: The Healthwise Handbook
Preventive Care

Preventive Health Prompt (PHP)
Printed at every visit to track preventive services. A shared tool with copy to patient and to clinician. Includes due dates for:

- Mammogram
- Sigmoidoscopy
- Pap smear
- Immunizations
- Cholesterol check
- Routine physical
- Pneumonia vaccine, etc.
Kaiser Permanente’s Thrive Campaign

IF YOU CAN’T TAKE IT WITH YOU
STAY LONGER.

Kaiser Permanente® thrive
Kaiser Permanente’s Thrive Campaign

PRACTICE HAPPINESS.
Kaiser Permanente’s Thrive Campaign
In Summary

Our cause is health.

Our passion is service.

We’re here to make lives better.
For Further Information

- To order David Sobel’s books, including *Living a Healthy Life with Chronic Conditions*: [www.amazon.com](http://www.amazon.com) (available in English and Spanish)
- For information about the National Committee for Quality Assurance, report cards, and HEDIS: [www.ncqa.org](http://www.ncqa.org)
- For healthy heart guidelines: [www.permanente.net/healthyheart](http://www.permanente.net/healthyheart)
- For a healthy walking program: [www.kp.org/10000steps](http://www.kp.org/10000steps)
- Kaiser Permanente’s web site: [www.kp.org](http://www.kp.org) (includes information available to the general public)
Questions?