Spread – Best Care Everywhere
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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
Kaiser Permanente: An Integrated Care Delivery System

Two Major Influences on Speed and Completeness of Spread

An assessment of the level of agreement and certainty of importance and transferability can help determine the best spread method.

#1 The degree to which people agree the topic is important

#2 The degree to which there is certainty the practice is transferrable and has an impact on outcomes

A more diverse or less aligned stakeholder group and complicated effort leads to slower spread and less clarity of practice.

A more homogenous or aligned stakeholder group and simpler effort leads to more rapid spread and greater clarity of practice.

Matrix – representation of major variables influencing spread and ease/approach for adoption focused on alignment and complexity (Stacey, 2002)
Tailoring the Spread Toolkit

Source: Stacey 2002

Hospital Standardized Mortality Ratio

NOTE: Data above reflects rolling twelve month observed/expected ratio
A Framework for Spread

Vision
Trust
Data
Capacity

The Golden Circle

Source: “How Great Leaders Inspire Action,”
Simon Sinek, TED Talk, May 2010
A two-part labor of love, out-of-balance

Science of Change
Structures to drive change
- Systems drivers and incentives
- Performance management
- Measurement and accountability

Human Side of Change
Energy and fuel for change
- Higher sense of shared purpose and meaning
- Energy and creativity
- Mobilization and call-to-action

Slide courtesy Chris McCarthy, KP Innovations Consultancy

The ideal state – re-balanced

Science of Change
Human Side of Change
Initiatives, mandates
Sustainable practices that people want to be involved with
Meaningful, Energizing, Fun, Connected, Pride, Ownership

Adapted from H. Bevin, 2012, National Health Services

http://www.wwaytv3.com/adult_art_class_teaching_students_how_create_masterpieces/01/2009
Trust: Make It Theirs

**Standardize**
What and when

**Customize**
Who and how

Data: Measure What matters
Capacity

Skills

Tools

Putting It all Together:
Population Care at Kaiser Permanente
In the beginning, there were some conditions...

Heart Failure
Diabetes
Coronary Artery Disease
Asthma

As time went by, we added more conditions...

Alcohol
Asthma
Bariatric Surgery
Breast Cancer
Cervical Cancer
Coronary Artery Disease
Chronic Kidney Disease
Colorectal Cancer
COPD
Cardiovascular Disease
Depression

Diabetes
Exercise
Geriatrics
Healthy Bones (Osteoporosis)
Heart Failure
HIV
Hypertension
Immunizations
Pain Management
Rare Diseases
Tobacco Cessation
Weight Management
In the beginning, there were some functions...

Disease Management  
Clinical Practice Guidelines  
Decision Support  
Registries

As time went by, we added more functions...

Wenger “Giant” Swiss Army Knife  
Source: www.wenger.ch
Putting Conditions and Functions Together

Complete Care
What This Means for Kaiser Permanente

What This Means for Patients

Since Year 2000:

- 30.4% reduction in mortality from CVD
- 42.2% reduction in mortality from stroke
- Heart Disease + Stroke mortality dropped below cancer mortality

Senior alert – a successful integration

Senior alert is more than a national register. It is also a way to...

- Assess risks*
- Set in preventive care actions
- Continuously improve our working processes
- Follow over time how we are doing with our improvement work

*Risk of falling, ulcers, unintended weight loss, bad oral health, bladder problems/incontinence
Senior alert – a successful integration

From a few to all 2010-2014

www.senioralert.se

Municipalities/Communities

County Councils/Regions
Healthcare systems

Percentage Risk Assessments done and action taken in nursing homes in the municipalities for the Elderly 2011-2014
Less unintended weight loss >5%

Oral health assessments and treatment reduces unintended weight loss
Reduction of ulcers

![Graph showing reduction of ulcers over time with specific data points and trends indicated.]

- Mätning av SKL: 2011-2013
- Mätning av Senior alert för kommuner: v40 2013 - v37 2014

Less category 3 and 4 ulcers

![Graph showing percentage reduction in category 3 and 4 ulcers over time with specific data points and trends indicated.]

The Microsystem Festival Feb 24-27 2015
plus.de/microsystemfestival
Weight losses
>5% vs No of days to follow up:

All communities/municipalities 2014:
One community:
Askersund development 2011-2014

- Per county/region 2014:
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