Kaiser Permanente’s Approach to Implementing IT Innovation
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Kaiser Permanente’s mission is to provide high-quality, affordable health care services and to improve the health of our members and the communities we serve.

- Largest nonprofit health plan in USA
- Largest private deployment of EHR
  - 8.6 million members
  - 15,000+ physicians
  - 164,000+ employees
- Serving 9 states and the District of Columbia
  - 35 hospitals
  - 454 medical offices
- $42.1 billion annual revenues

Source: Kaiser Permanente 2009 Annual Report
Kaiser Permanente’s Structure

Kaiser

- Kaiser Foundation Health Plan, Inc.

  Regions

+ National Partnership Agreement

Permanente

- The Permanente Federation, LLC

  Articles of Federation

- Permanente Medical Groups

  Medical Service Agreements/ Memorandums of Understanding
Innovation is in Our DNA

- Pre-payment
- Group practice
- Prevention / total health
- Population-based approach
- Clinical information technology
- Hospital design

Dr. Garfield’s hospital in the California desert (1933)
Kaiser Permanente’s Approach to Innovation

**IMPROVE**
Activities that solve problems or improve a current process, technology or architectural design.

**TRANSFORM**
Sometimes called “disruptive” these innovations help KP deliver health and wellness in new ways to our members.

**SPREAD**
Trainings, simulations or re-enactments that enable the spread or diffusion of practices or ideas.
Innovation Landscape at Kaiser Permanente. . .

INNOVATORS
Anyone – anytime, anywhere – who introduces and tests new ideas, processes, and tools to improve and transform KP!

- Garfield Innovation Center
  Learning laboratory where ideas are tested, solutions are developed in a hands-on, mocked-up clinical environment.

- Innovation & Advanced Technology Team
  Identifies, assesses and introduces innovative technologies leveraging Garfield Center, Innovation Lab, Innovation Hunters and other services.

- Ideabook
  Shares successful practices and learnings from subject-matter experts, builds on ideas and info, opens doors to new connections.

- Innovation Hunters
  Innovation specialists appointed by their IT Business Information Officer to increase the velocity of innovation at KP.

- Innovation Fund
  Provides seed funding to employees who have ideas about how to leverage technology to improve the health care KP delivers.

- Innovation Consultancy
  Works with a broad range of people to design and implement innovative processes, tools and implement innovative processes, tools, roles, and spaces that improve patient care and the work experience of care providers.

- Innovation Learning Network
  Fosters design thinking and application of innovation / diffusion to ignite the transfer of ideas across KP and other innovation healthcare organizations.

- Regional Innovation Groups
  Service Areas and facilities with their own innovation programs.

- Garfield Innovation Network
  Grassroots group of innovators, supporters of innovation, and those who are just innovation-curious who want to know what’s happening in the KP-world of design and innovation.

Innovation is in our DNA . . .
Innovation & Advanced Technology Programs
Provides capabilities and services to support strategic innovation initiatives

- Sidney R. Garfield Health Care Innovation Center
- Innovation Labs (iLabs) 
  Mobility Labs (mLabs)
- Human Centered Design for Technology
- Clinical Advisory Services + Innovation Hunters
- Innovation Fund for Technology

- Simulated care delivery environment
- Research, prototype, test, and learn
- Designs user centered solutions
- Partners with multidisciplinary clinicians and regional experts
- Jumps start ideas and supports projects
## Kaiser Permanente established an Innovation Fund in 2008 to provide employees incentives and an accelerated pathway to launch creative new ideas

### Innovative ideas from KP employees
- 375+ proposals received
- All regions represented

### Submitted for review
- 41% of proposals from MDs/RNs
- 27% from admin/business staff
- 27% from IT staff
- 4% from pharmacy or lab staff

### Screened by Fund team and reviewed by Board for approval
- 275+ business, clinical and IT leaders involved in reviewing proposals

### Innovation Fund provides capital and supports innovation
- 46 projects funded

### Program Objectives
- “Build Innovation into our DNA”
- Support innovators from anywhere in KP
- Reinforce the importance and accelerate innovation within KP
Challenges

- Funding
- Operationalizing (the first time)
- Spreading across the organization
- Documenting value and ROI
Overcoming the Innovation Challenge
Kaiser Permanente recognizes the advancement of care through innovation

The James A. Vohs Award for Quality

KP HealthConnect Oncology Beacon Module (2011)
Standardizing chemotherapy regimens and administration
- Decreased number of Chemotherapy Protocols through evidence review and consensus from 1000 to 433 standardized templates
- Reduced adverse events per 1000 chemotherapy related medications by 9% at the San Jose Medical Center (pilot site)

Proactive Office Encounter (2010)
Proactive preventive care during primary and specialty care patient encounters
- Estimated 15,500 lives saved per decade with this approach
- 18.5% increase in colorectal cancer screenings; 12.2% increase in blood pressure control for ages 18-85

Healthy Bones Model of Care (2009)
Identification, screening and treatment for osteoporosis
- 4,000 reduced fractures than expected and an estimated 1,000 lives saved
- Fractures reduced from 3.2 per 1,000 in 1999 to 2.5 per 1,000 in 2010
Recognition

- Kaiser Permanente's Innovation on the Front Lines - September 2010
  (Harvard Business Review)

- One of the Top 10 Most Innovative Companies in Health Care - February 2010
  (Fast Company)

- Disruptive Innovation Applied to Health Care - January 31, 2009

- Hospitals Combat Errors at the ‘Hand-off' - January 31, 2009
  (The Wall Street Journal)

- Standardized Shift-Change Process Optimizes Time for Transfer of Patient Care - April 28, 2008
  (AHRQ)
Thank you

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