

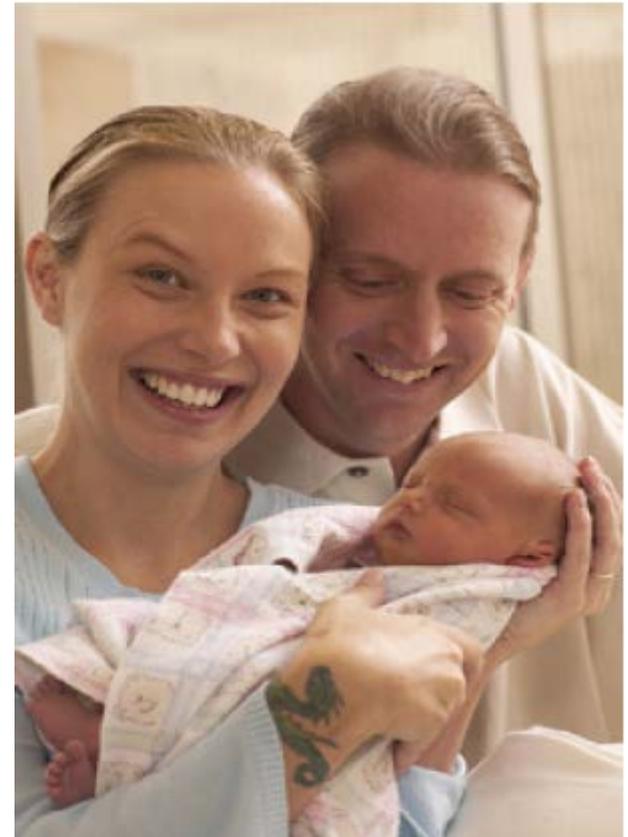
The Second Revolution at Kaiser Permanente:

Integrated Care meets Integrated Systems

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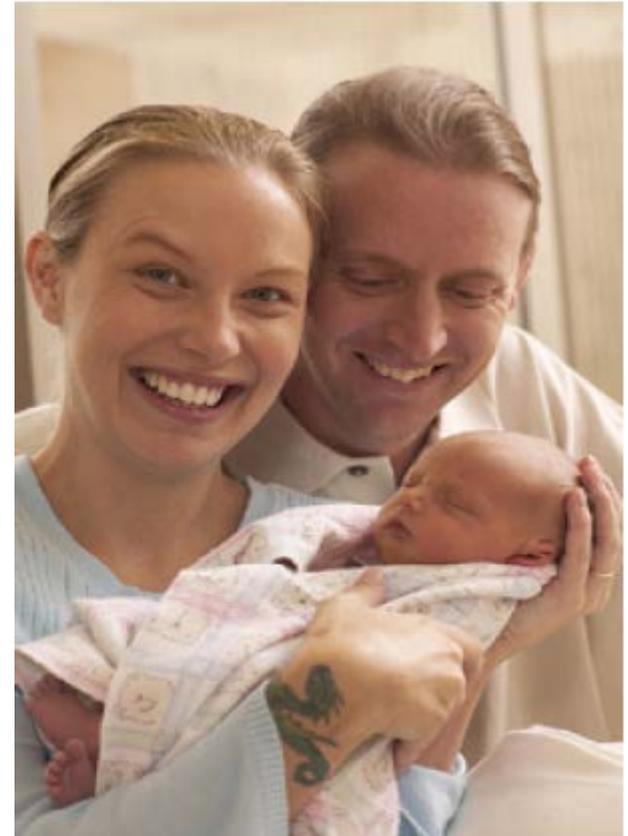
KP Facts: Who We Are

- Founded in California in 1945, Kaiser Permanente is the nation's largest nonprofit health plan serving **8.7 million members.**
- KP serves members in **9 states** and the District of Columbia: California, Colorado, Georgia, Hawaii, Maryland, Ohio, Oregon, Virginia, Washington.
- Medical centers: **30**
- Medical office buildings: **431**
- **Employees: > 142,000**
- **Physicians: > 12,000**

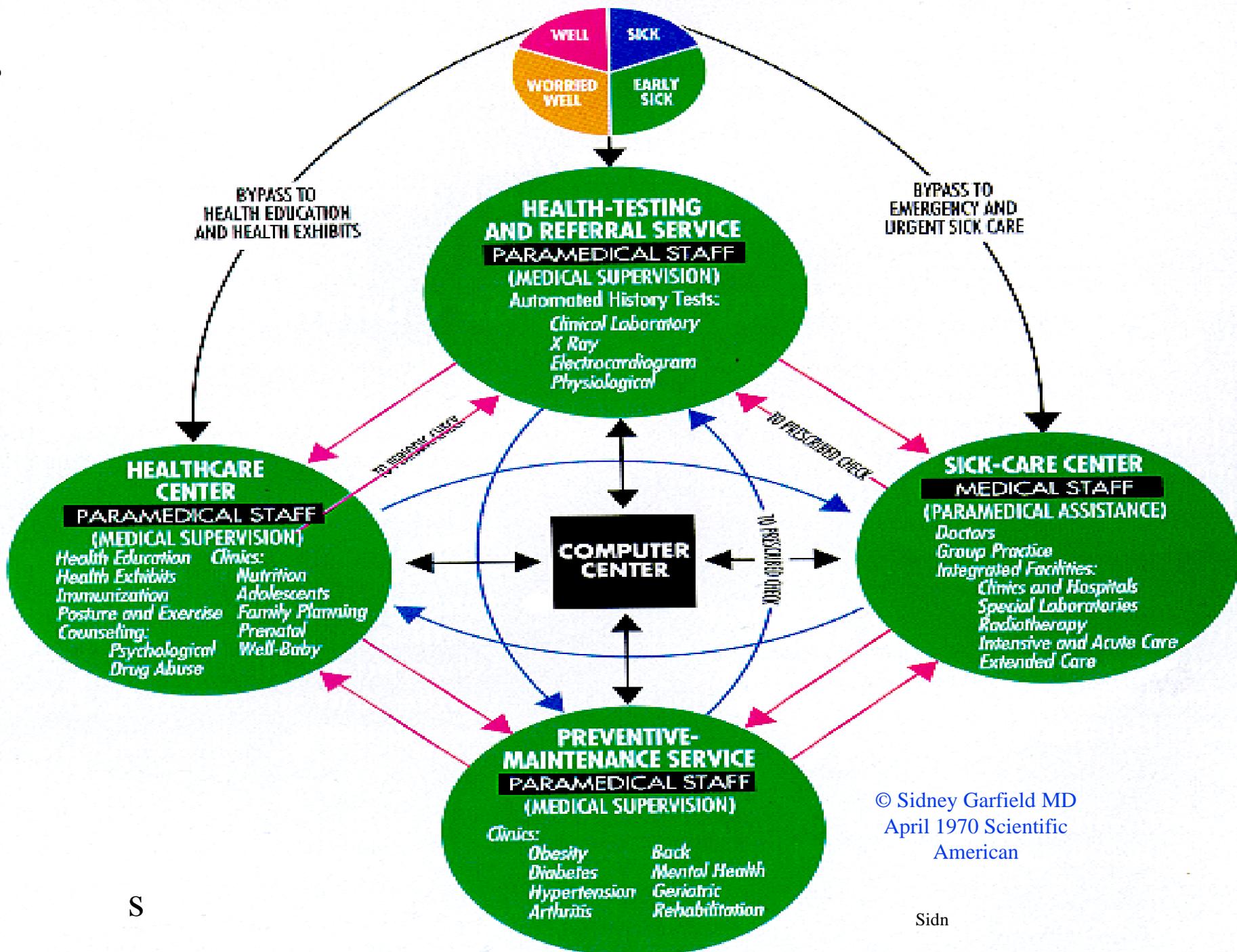


KP Facts: Who We Are

- We are now the largest fully automated Integrated Delivery System in the US
- Computers in every office, exam room and nurse station
- Printers in each office and nurse station
- Over 3 million hours of training time
- Fully implemented Personal Health Records for all members
- Over 2 million members using their PHRs over the internet
- Over 10,000 emails between patients and doctors, and rising EVERY DAY



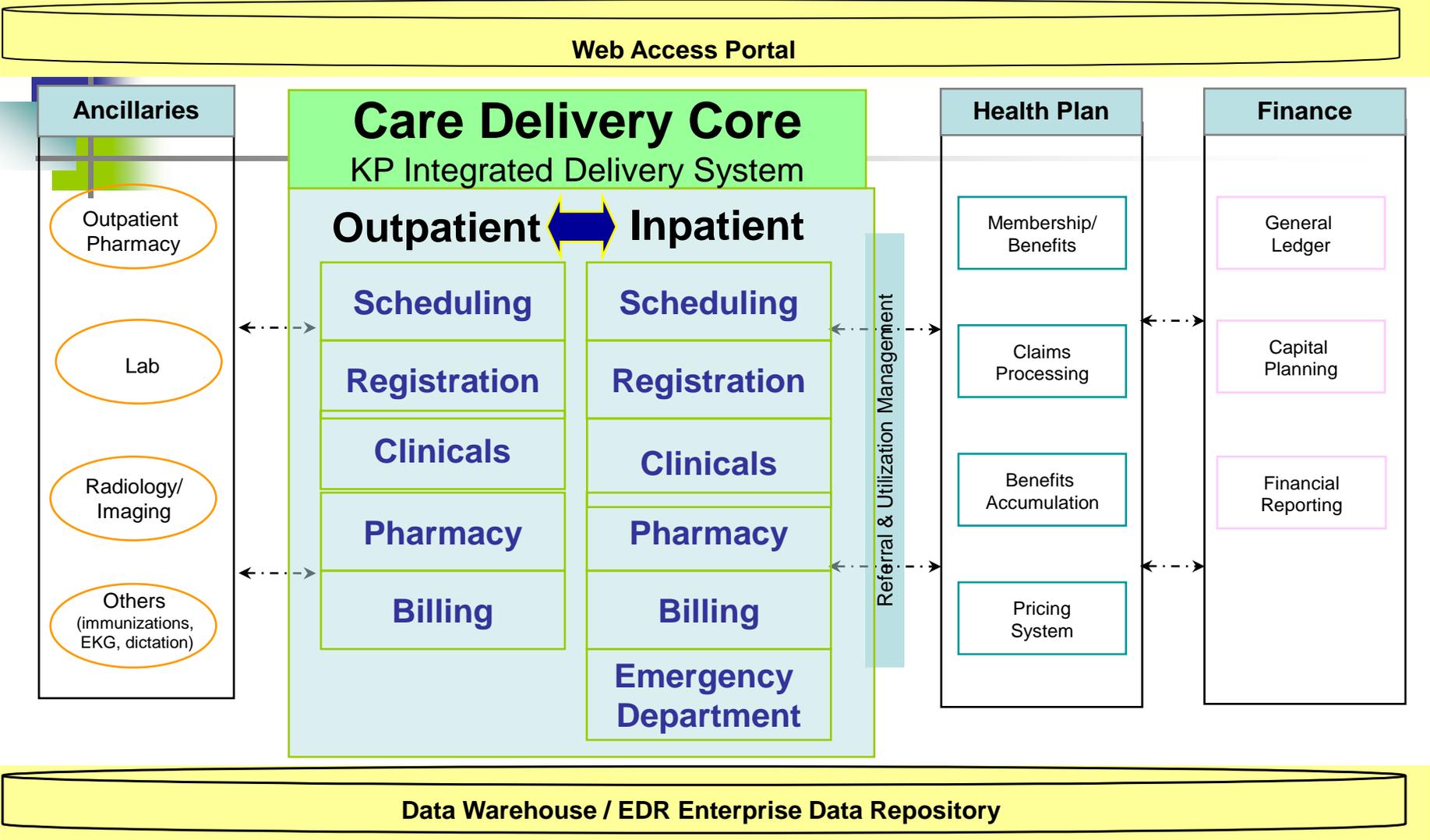
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April 1970 Scientific American

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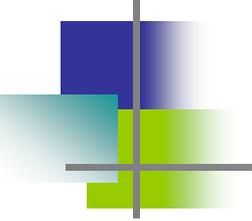
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Also coming: Home Health, Advice Nursing, and other HealthPlan Functions

Evidence-Based Medicine: Quality Improvement Cycle: Creation, Implementation, Refinement



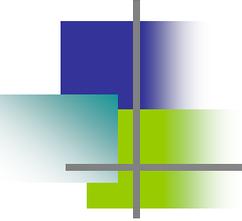


**How did we train
>12,000 Physicians and
>142,000 users
to become paperless
and care for our
>8.7 million patients?**

- **How did we survive?**
- **What have we learned?**

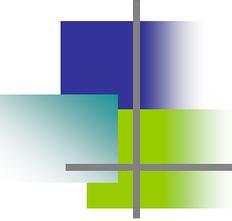
Staffing Project Teams For SCAL Region

- Business and IT staffing
 - Started with about 100 people Jan 2004
 - Peaked last year at 1,200
 - End State staffing will be about 400
- Needed strategy to rapidly staff, train and deploy
 - Added HR team to the project - 5 recruiters
 - Created strategy for temporary staff to include employees and contractors
- Long Term Support
 - In the medical centers
 - Includes site support, trainers, and security
 - Desktop support



Building Project Ownership

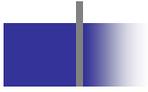
- Ownership model
 - Regional team vs. Medical center
 - Physician & Nurse Champions
 - Facility Content Experts
- Participatory DBVs, Maestro Chris Wade, MD
 - Design, Build, Validate (over 2,000 direct participants)
 - User Acceptance testing (100s of participants)
- Labor Involvement
 - KP Coalition of Unions – 3 members added to project leadership team
 - Involved in all aspects of the deployment



Disruptive Technologies

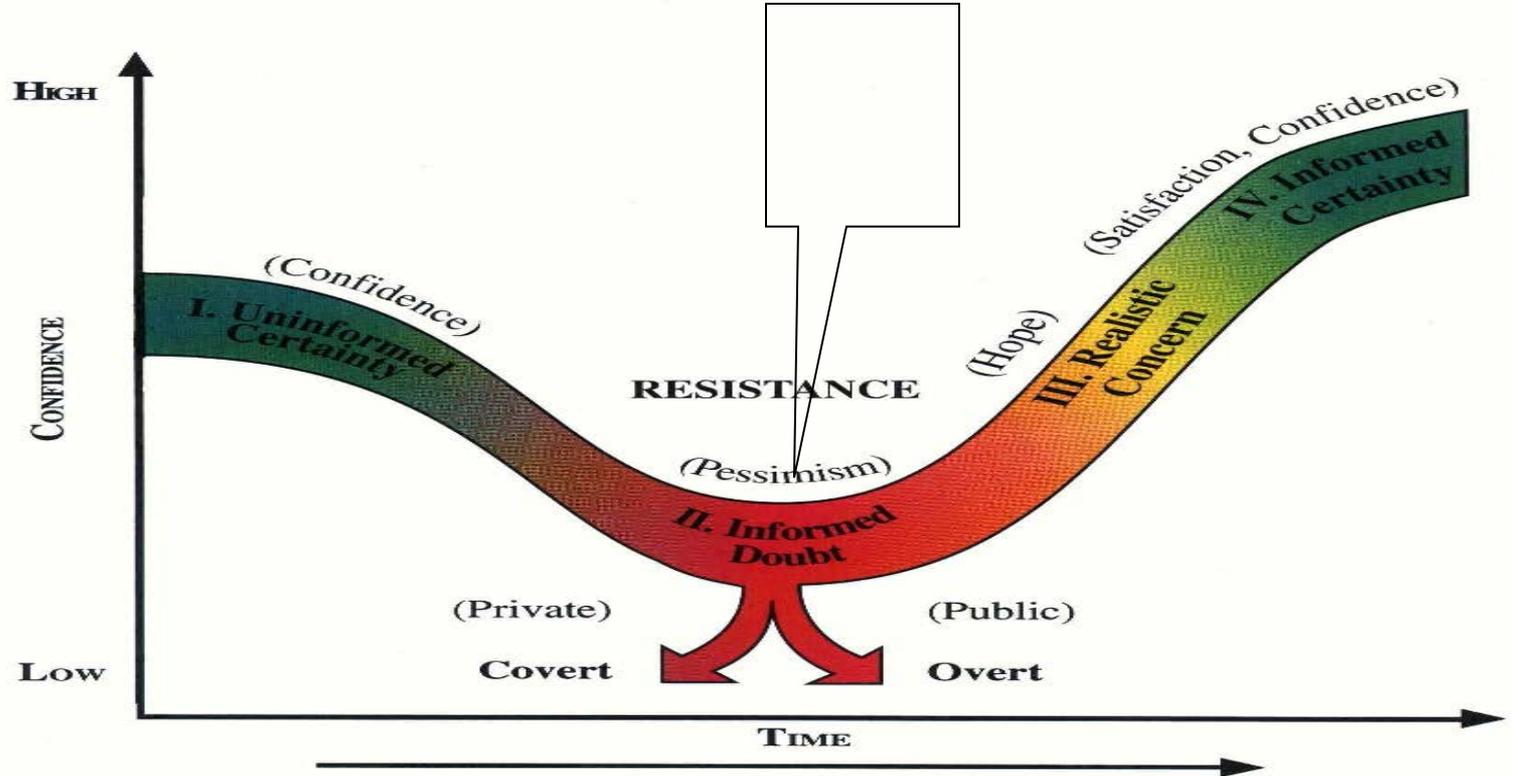
- The biggest benefits often come from the most disruptive technologies
- Everyone likes progress, as long as the changes are painless
- This project was not painless





REACTION PATTERN TO A POSITIVE CHANGE

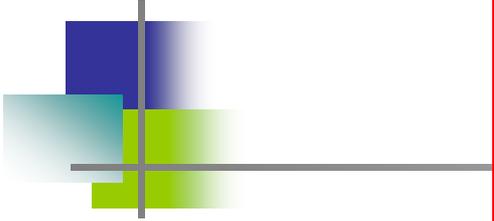
LEVELS OF
CONFIDENCE IN
SUCCESSFUL
IMPLEMENTATION

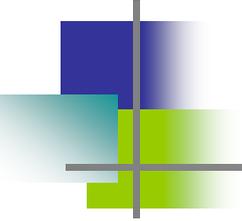


Training

- How do you train 142,000 users
- With over 3 million hours of training
- In less than four years?







Consumer-Centric Care

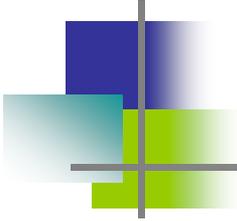
- EHRs vs. PHRs
- Engaging the Consumer directly
- My Health Manager

Personal Health Records: My Health Manager

- My Health Manager, directly linked to Kaiser Permanente's robust electronic health record, helps individuals proactively manage their health and their families' health, anytime and from anywhere
- To use all the secure features, a person must be:
 - A member
 - Registered and “activated” to use KP.org
 - Legal complexities under age 18
- My Health Manager is accessible on any computer that can access the internet

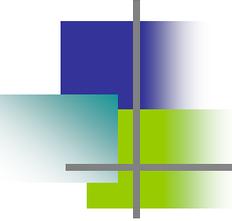
My Health Manager Online Features

- My test results
- Email my doctor's office
- View/Cancel appointments
- Past visit information
- Act for a family member (child and adult) = "Proxy"
- My allergies
- My immunizations
- Alerts
- Healthcare reminders
- Request an update to medical record
- My health summary
- My eligibility and benefits
- Additional features (currently outside KPHC):
 - Rx Refill
 - Routine Appointment Requests



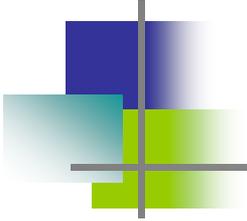
Benefits to Patients

- Currently over 10,000 emails/day
- My Health Manager has been found to:
 - Dramatically increase accessibility to care
 - Significantly increase patient satisfaction
 - Reduce primary care visits by 7-10%
 - Reduce phone calls by 14%



Quality Improvements

- Identification of Vioxx problem and rapid elimination from use.
- Improved Mammography screening
- Improved Cardiovascular outcomes
- Reduced prescribing of drugs contraindicated in elderly



Key Issues

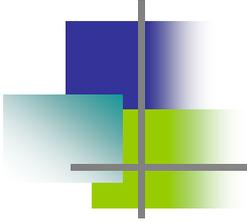
- **Clinical Content**
- **Preserving the richness of expression: Voice recognition and Natural Language Processing**
- **Communication Engines**
- **Interoperability Standards**
- **Privacy/Security:**
- **Availability/Redundancy**
- **Affordability**
- **Shared Decision Making**
- **Accelerating the quality Improvement Cycle**

Evidence-Based Medicine: Quality Improvement Cycle: Creation, Implementation, Refinement



Key Legislative Opportunities

- 1. Support both paper and electronic solutions during transition, e.g. electronic signatures for POLST.**
- 2. Align incentives for oversight of security with intended outcome, i.e. don't fine us for detecting and punishing bad apples**
- 3. Reconcile conflicting legislation, state and federal, e.g. HIPAA covered entities in stimulus legislation**
- 4. Support federal interoperability solutions. Recognize that patients routinely cross state borders, and parochial solutions add complexity and cost, Cost = complexity²**





My health manager

Health & wellness

Health plans & services

Locate our services

Online security

Members sign on

User ID

Password

Sign on

[Forgot your user ID or password?](#)

[Register to get a user ID](#)

Take a quick site tour



BE YOUR OWN ACTION FIGURE.



Prospective Members

Employers/Administrators

Media Representatives

Brokers

Job Seekers



Health and wellness

Resolve to live well with [personalized plans for better health](#).

Winter pick-me-ups

Your best shot at [avoiding flu](#) this season

[Shape up for less](#)—member discount programs

Take the edge off [chronic pain](#).

- [Health topics A to Z](#)
- [La guía en español](#)
- [More...](#)



My health manager

Ready for a new you? Take a [total health assessment](#), get a custom action plan.

- [E-mail your doctor](#)
- [Refill prescriptions](#)
- [My test results](#)
- [View past visits](#)
- [Schedule appointments](#)
- [More...](#)



Health plans and services

A perfect match of choice and price: [Apply for coverage](#).

Plans for peace of mind

3 easy steps: [individual and family plans](#)

Think big: [right prices, right choices for your small business](#)

[Get information on our Medicare plans](#)

Now that we've found each other

[New member, meet Kaiser Permanente](#).

At home, online, or on the road. [We've got you covered](#).



KP News Center

[Innovative approach to family violence prevention](#) garners award for Kaiser Permanente.

Lab Results

Change your region: California - Northern

Your lab test results

[Help](#)

HBA1C

[Printer-friendly version](#)

[About this test](#)

For general information about a type of test, click "About this test."

If "A" (for abnormal, reactive, or positive), "H" (for high), or "L" (for low) is displayed in the "Flag" column, the test result is outside the usual range. Minor abnormalities of test results are not unusual and are subject to the interpretation of your health care practitioner.

Comments from the Doctor's Office

Dear Ms. Chan: This is heading in the right direction. Keep up the good work and please recheck this in two months.

Sincerely, Grant Petersen, MD

Component Results

Component	Your Value	Standard Range	Flag
Hemoglobin A1C	7	4.5-6.0 %	A

General Information

Resulted:

6/15/2005 11:00 AM

Ordered By:

Grant Petersen, MD

If you have any questions, please call (916) 223-3333.

[Back to the test results list](#)

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Email My Doctor's Office

Change your region: California - Northern

[Your health record](#) [Get health advice](#) [Appointments/Rx refills](#) [Your plan](#) [Locate our services](#) [Mailbox !\[\]\(f15da8627380db409bac161a6cb03047_img.jpg\)](#)

E-mail your doctor

[Help](#)

Send a message to your doctor's office

Important: If you think you have a [medical or psychiatric emergency](#), call 911 or go to the nearest hospital. Do not attempt to access emergency care through this Web site. Need to know what a medical or psychiatric emergency is? View [help](#) for more information.

If you have an [urgent symptom](#) or you want to speak with a nurse, do not use this Web site. Instead, please call your local [Kaiser Permanente facility](#).

We will notify you via e-mail at LAURA.CHAN@kp.org when there is a reply to your nonurgent question in your secure Kaiser Permanente mailbox. If this e-mail address is incorrect, please [update your e-mail profile](#).

Send a nonurgent message to your primary care physician or other Kaiser Permanente practitioner who you have seen in the past 15 months. You can expect a response within two business days (Monday through Friday, except on holidays).

From: Laura Chan (110088013248)

Send to the office of:

Subject:

Question: (Maximum 1000 characters)

I noticed a rash on my left arm last week after my aerobics class. The rash went away on its own after a couple of days. Could it have been from my medications? I haven't started anything new.

Thanks.

[Send](#)

[Cancel](#)

If you have any questions, please call (916) 223-3333.

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View / Cancel Appointments

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[Your health record](#)

[Get health advice](#)

[Appointments/Rx refills](#)

[Your plan](#)

[Locate our services](#)

[Mailbox](#)

Your future appointments

▫ [Help](#)

Related links:

- [Health encyclopedia](#)
- [Drug encyclopedia](#)
- [Clinical staff directory](#)
- [Your eligibility & benefits](#)

Keep track of your upcoming appointments

[Printer-friendly version](#)

For more information about a specific appointment listed below, click the "Date/Time" link.

Date/Time	Visit With	Department
09/17/2007 11:15 AM	Grant Petersen, MD	WEST FAMILY MEDICINE 441 N. LAKEVIEW ANAHEIM, CA 92807
12/15/2007 8:00 AM	Grant Petersen, MD	WEST FAMILY MEDICINE 441 N. LAKEVIEW ANAHEIM, CA 92807
12/19/2007 9:00 AM	Grant Petersen, MD	WEST FAMILY MEDICINE 441 N. LAKEVIEW ANAHEIM, CA 92807

You can [request a routine, nonurgent appointment online](#) or call a facility to make an appointment. See our [facility directory](#) for departments and phone numbers.

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Past Visit Information

Change your region: California - Northern

- [Your health record](#)
- [Get health advice](#)
- [Appointments/Rx refills](#)
- [Your plan](#)
- [Locate our services](#)
- [Mailbox](#)

Past office visit information

• [Help](#)

Related links:

- [Health encyclopedia](#)
- [Your future appointments](#)
- [Request a change to your medical record](#)

Information about your past office visits

[Printer-friendly version](#)

For more explanation about what kind of information you'll get about your past office visits, see the [help](#) page.

General Information

What:
Office Visit with Grant Petersen, MD

When:
Friday, May 23 2005 10:30 AM

Where:
WEST FAMILY MEDICINE

Phone:
800-555-2222

Vitals

Blood Pressure:
110/60

Pulse Rate:
72

Temperature:
99

Temp Source:
Oral

Patient Instructions

Please check your blood sugar twice a day, before breakfast and dinner, for three days. Send the results by e-mail message to me next week. See the Diabetes featured health topic on kp.org for more information on diet and diabetes.

Follow-up Instructions

Attend Diabetes Group appointment on 07/03/2007; Return visit in 6 months or when needed.

Medications Prescribed During This Visit

Name	Start Date	Date Stopped
ACETAMINOPHEN 325 MG ORAL TAB	5/23/2005	

Routine Orders

Name	Type
HBA 1C	Lab

Standing Orders

Name	Interval	Expiration Date	Type
HBA 1C	Every 4 Weeks	12/21/2007	Lab

Future Orders

Name	Expected Date	Expiration Date	Type
HBA 1C		12/21/2007	Lab

Medications Stopped During This Visit

Name	Start Date	Date Stopped
ACETAMINOPHEN 350 MG ORAL TAB	2/15/2005	5/23/2005

After visit summaries

Paper copy handed to the patient or family at the end of every visit and also available in the online health record

Appointment Information

Date: 11/06/2003
Time: 10:30 AM
Visit Type: Clinic Visit
Visit with: Grant Petersen, MD
Campbell Medical Offices
Reason for Visit: Diabetes

Vitals

Blood Pressure: 110/60
Respirations: 26
Pulse Rate: 72
Height: 5' 8"
Temperature: 99
Weight: 188 lbs
Temp Source: Oral
SAO2: 98%

Lab Orders

HBA 1C

Patient instructions

Please check your blood sugar twice a day, before breakfast and dinner, for three days. Send the results by e-mail message to me next week. See the Diabetes featured health topic on kp.org for more information on diet and diabetes.

Survey

- Is your doctor completely automated?
- Have you emailed your doctor?
- Have you viewed your personal health record online?
- Have you used MySpace?, Facebook? Twitter? LinkedIn?
- Have you cared for an elderly relative?