

**Track:** Improving Patients' Experiences With Care  
**Session:** Using H-CAHPS To Drive Systemwide Improvements.  
**Date & Time:** April 20, 2010, 2:15 pm  
**Track Number:** CAHPS T2– S3-3



**KAISER PERMANENTE®**

## Kaiser Permanente's Experience with Patient Satisfaction and Service Improvement

A PRESENTATION TO: The CAHPS / SOP User Group Meeting

Esther Burlingame, Director, Service Performance and Strategy

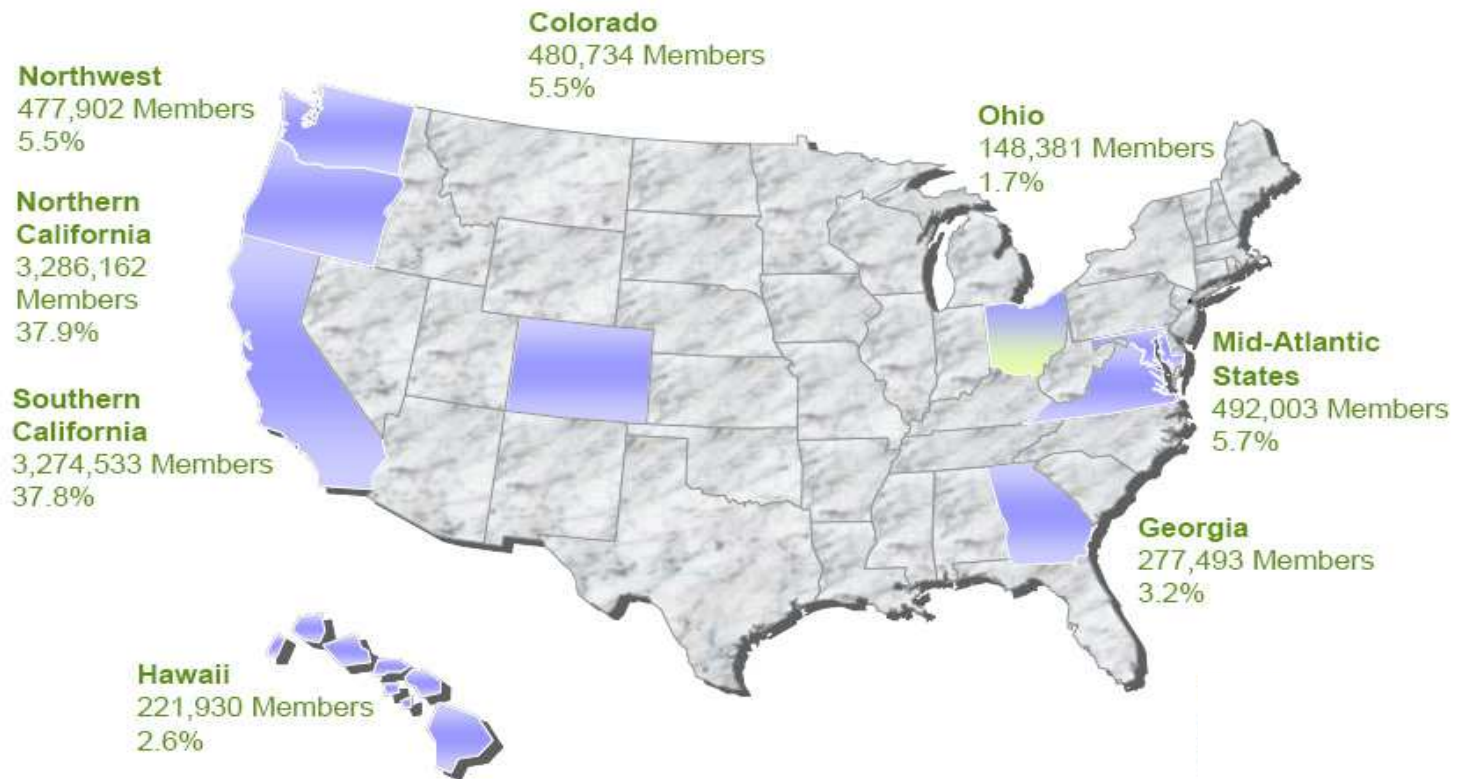
NATIONAL SERVICE QUALITY

**making lives better.**

# Presentation Outline

- Overview of Kaiser Permanente
- Brief history of HCAHPS survey initiative
- Service improvement journey
- Challenges

# Our Membership and Geographic Coverage



Membership data a/o 06/30/2007

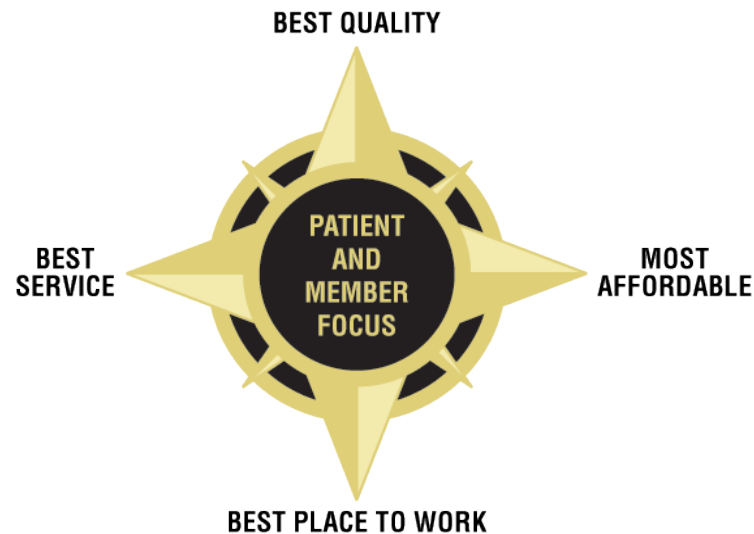
***Kaiser Permanente is a nonprofit organization with 8.6 million members programwide.***

# Our Facilities and Physicians/Staff

- **Medical Offices: 431**
- **Medical Centers/Hospitals: 36**
  - 13 Southern California, 21 Northern California, 1 Northwest, 1 Hawaii
- **Physicians: ~14,600**
- **Employees: ~167,300**

# Our Mission and Values

*Kaiser Permanente's mission is to provide high-quality, affordable healthcare services to improve the health of our members and the communities we serve.*



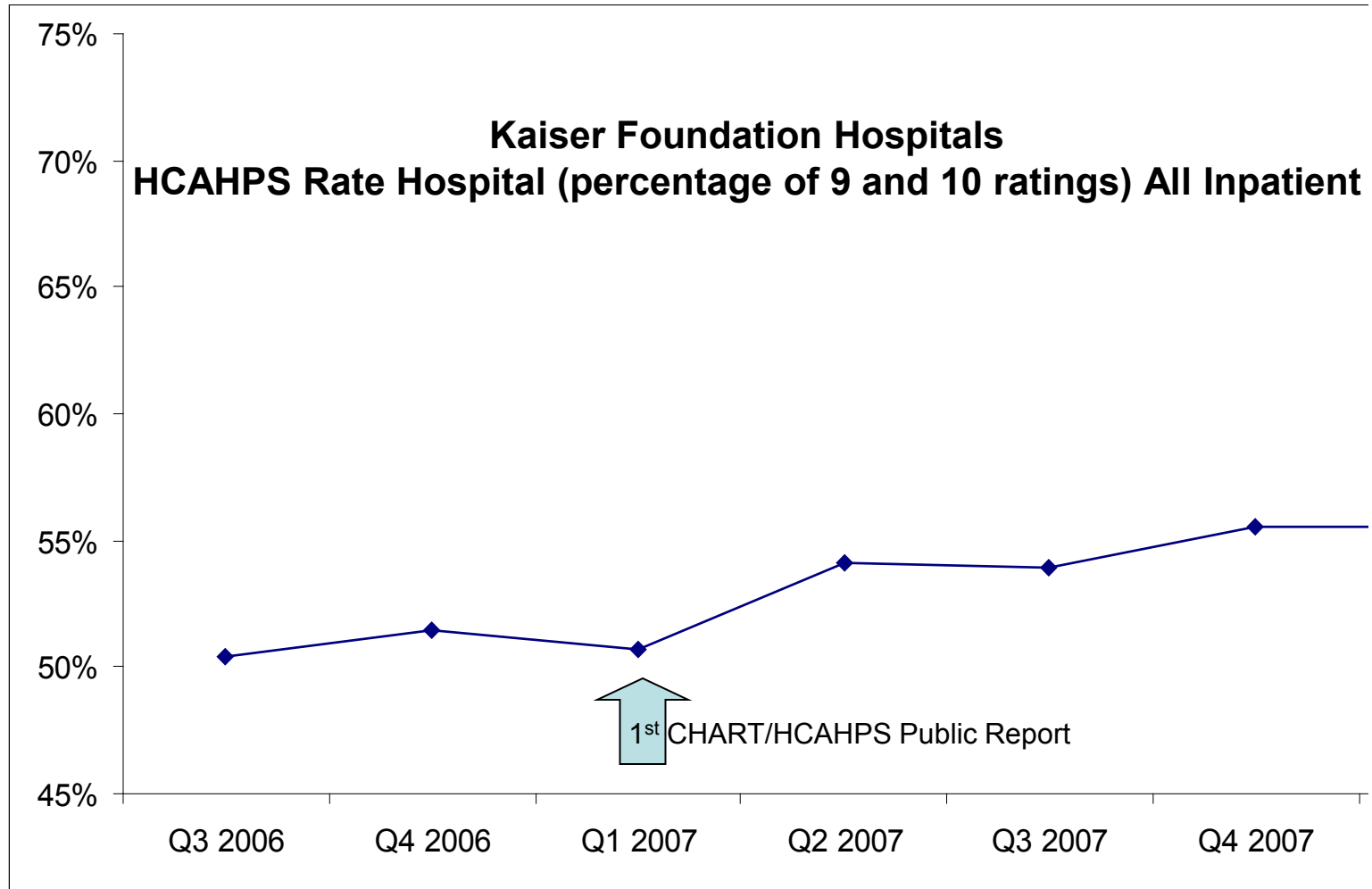
# Brief History: Inpatient Focus at Kaiser

- 2001 – PEP-C
- 2005 – Participated as HCAHPS pilot site
- 2006 – Commitment to **census sampling** to be able to provide measurement at the unit level
- 2007 – **Monthly unit level reporting** on website
  - CHART public reporting
- 2008 – Changed vendors
  - CMS public reporting – decision to use national benchmarks

# Trends in Health Care

- Three key trends in health care set the stage for our story today
  - Evidence-based medicine movement
    - Being clear about what works and what doesn't work, and why
  - From provider-centered to patient-centered care
    - Increasing importance of patient/customer perspective
  - Value-based purchasing
    - Push for public reporting and pay based on service and quality

# HCAHPS Journey - Rate Hospital



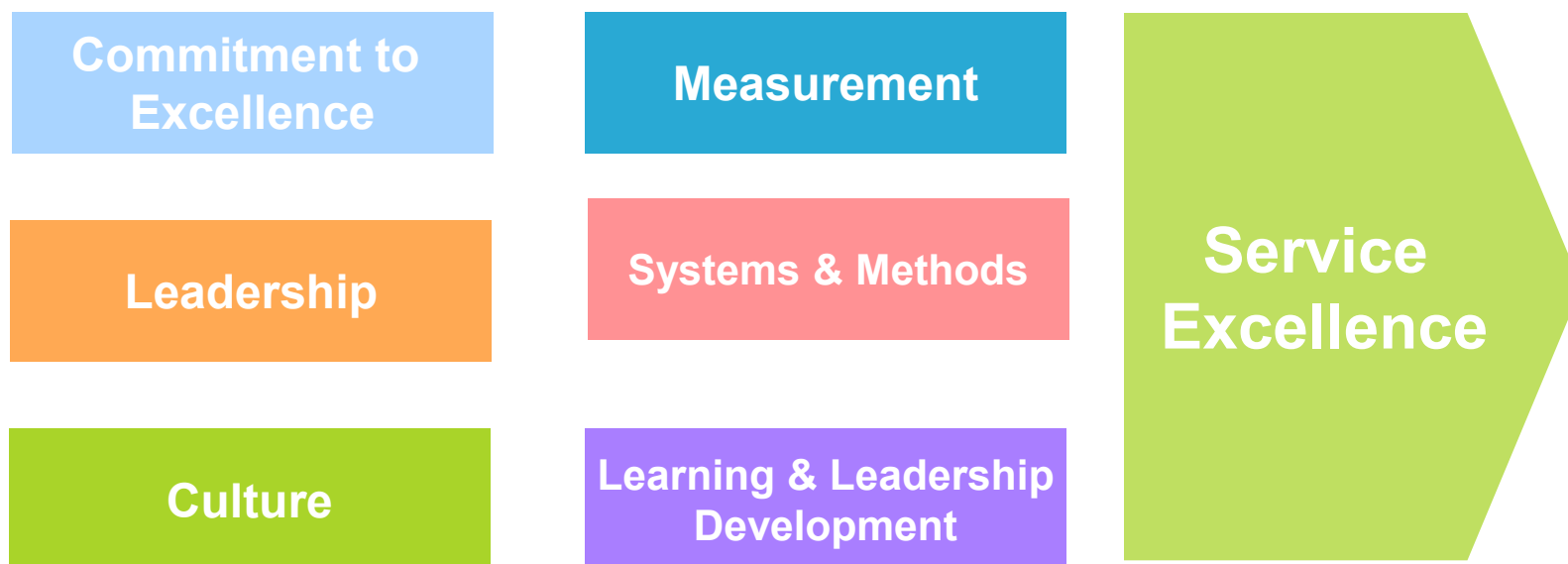


# Service Improvement Journey

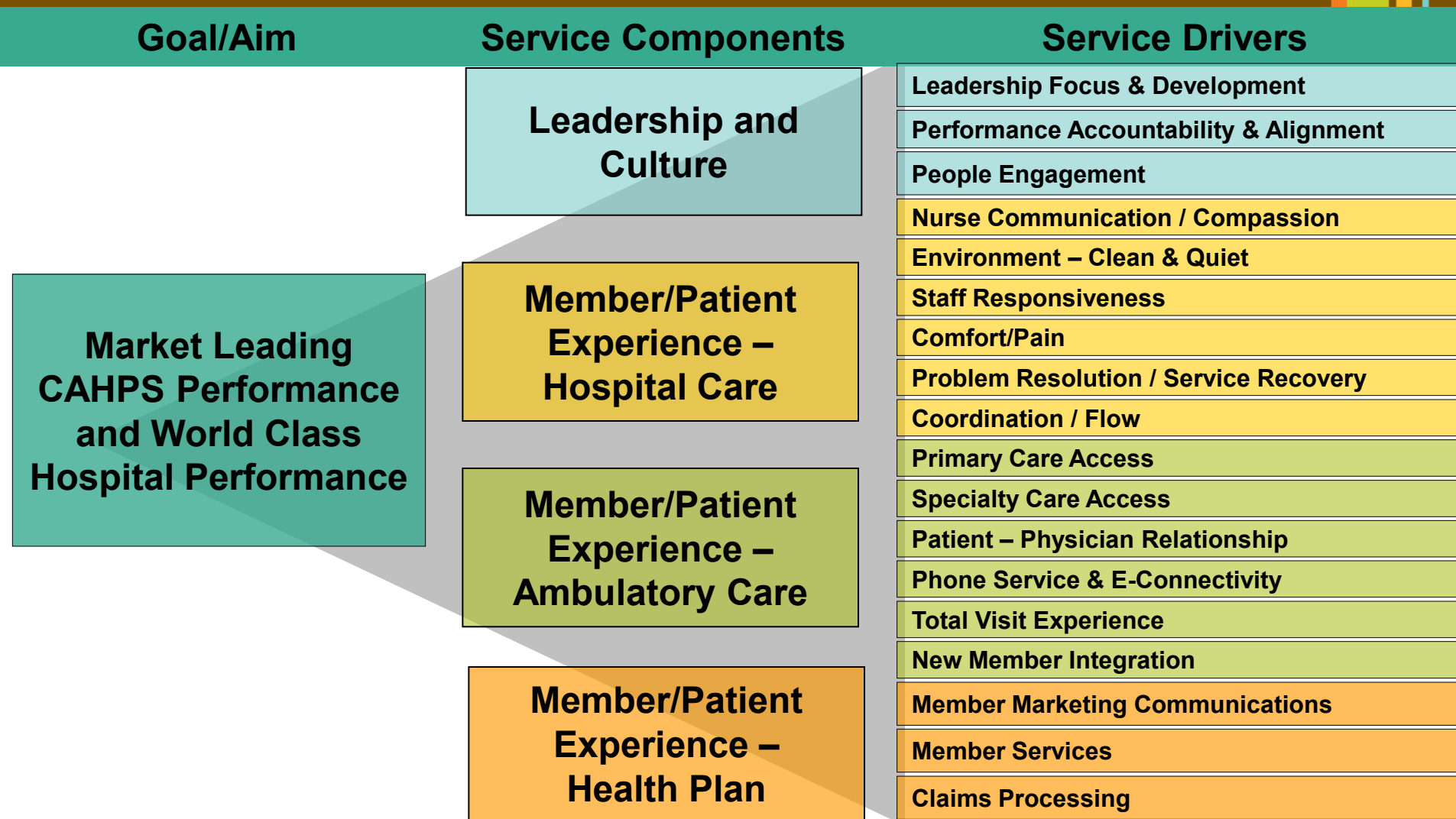
- Commitment to service improvement framework
- Development of evidence-based key drivers
- Aligned goals with measurable outcomes
- Engaged workforce – Unit Based Teams
  - Performance improvement methodology
- Development and deployment of tools and tactics
- Commitment to patient-family centeredness

# Service Improvement Framework

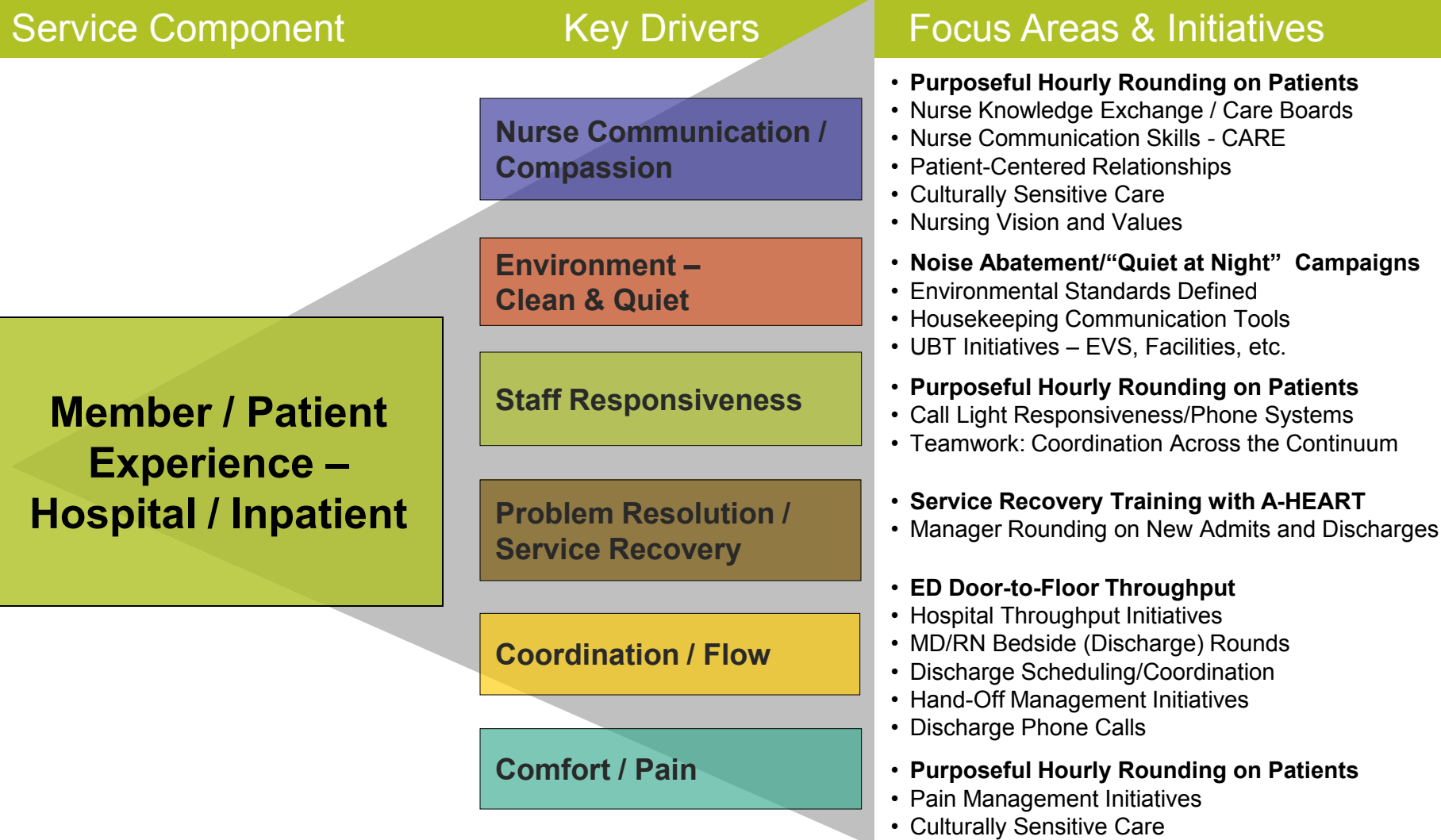
*Our approach is based on attributes of high-performing organizations and integrates Performance Improvement and Service and Organizational Excellence.*



# Service Roadmap: Drivers of Service



# Hospital Service Key Drivers and Initiatives



# Service and Organizational Excellence Overview

Sequence	Aligned Leadership (launching)	Aligned Culture (engaging)	Aligned Behaviors (standardizing)	Aligned Processes (sustaining)
Timeframe	6 months	6-12 months	12-24 months	ongoing
Tactics	Goal Cascading Accountability	Rounding Recognition Standards Coaching	Communication Skills Patient Rounding Pre- & Post-Calls	Hiring Onboarding Performance Management

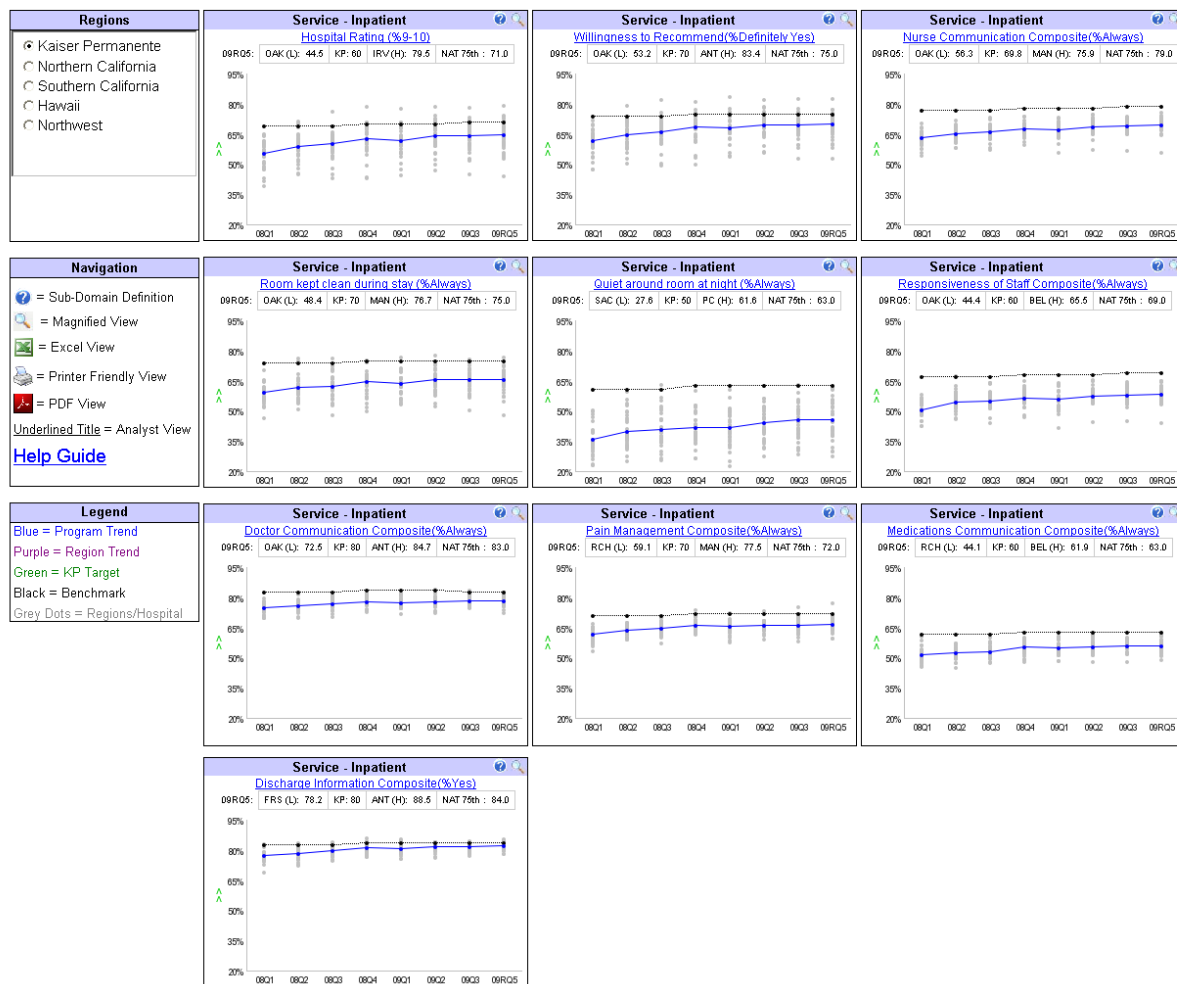
# Aligned Leadership and Goals

- Ambitious, challenging goals
  - National 75th percentile
- Cascaded and visible throughout the organization
  - National Senior Leadership
    - Regional Leadership
      - Hospital Leadership to front-line managers and labor partners
- Measure performance at all levels – web-based access to data
- Performance and incentive goals

# Increased Transparency

- All 10 HCAHPS Measures
- Top level view shows overall trend
- Dots indicate individual hospital performance
- Goal is to improve performance and decrease variation
- Ability to drill down by region, hospital measure, and compare to national percentiles

Big Q Dashboard - Service Inpatient - Kaiser Permanente Region View



# Hospital Service Performance by Region and Medical Center

Performance is trended and reported compared to national percentiles.

UP TO THE MINUTE DATA  
WILL BE PRESENTED



# Using the Voice of the Patient

- Patient comments are transcribed
- Comments are reviewed by unit managers and shared with staff
- Qualitative and quantitative data

***...your staff was friendly, helpful as well as professional in every way. We will never forget the kindness of a recovery nurse named Melody. She was everything you would wish a nurse to be...You are to be commended for a team that works well together for the comfort and good of the patient and their family.***

*Anonymous patient, Los Angeles Medical Center, 10/20/09*



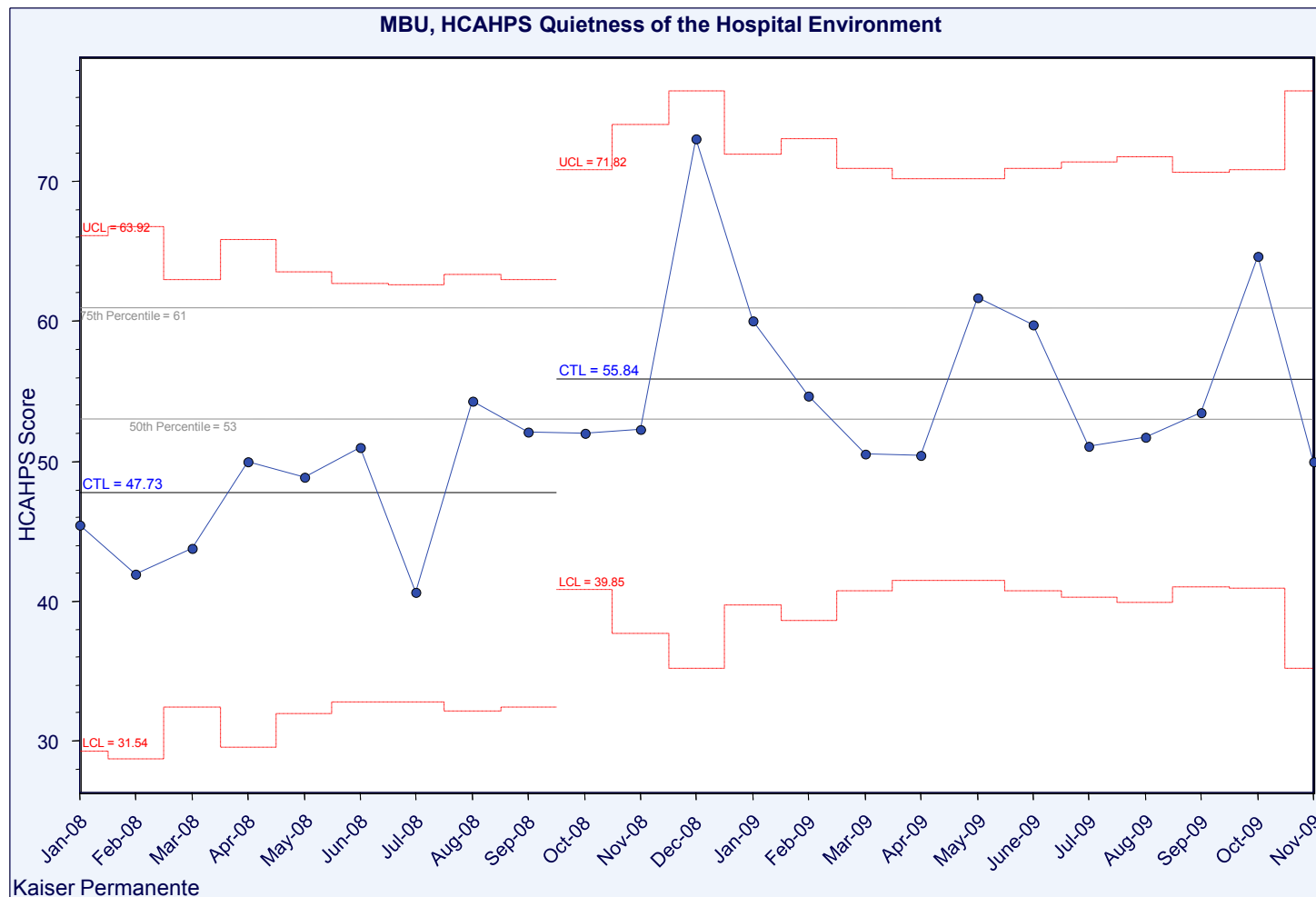
# Aligned Culture - Engaged Front-Line Staff

## Unit Based Teams

- Engaged front-line staff working on service
- Utilizing performance improvement methodology
- Successful projects include:
  - Quiet at night
  - Cleanliness
  - Nurse communication
  - Pain management
- Spread successful practices



# Unit Based Team Measures Performance



# Aligned Behaviors – Tools for Change

- **Building Trust & Confidence**

- Focuses on self introduction, handoffs, and “managing up”



- **The Right Words at the Right Times**

- Breaks down the notion of key words into a structured and methodical approach



- **Communicating with CARE**

C- Connect, A- Ask, R- Respond, E- Educate



- **Service Recovery with A-HEART**

A- Apologize, H- Hear, E- Empathize, A- Ask, R- Resolve, T- Thank

- Introduces tools and practice for service recovery situations
- Builds confidence in dealing with difficult situations
- Builds patient loyalty

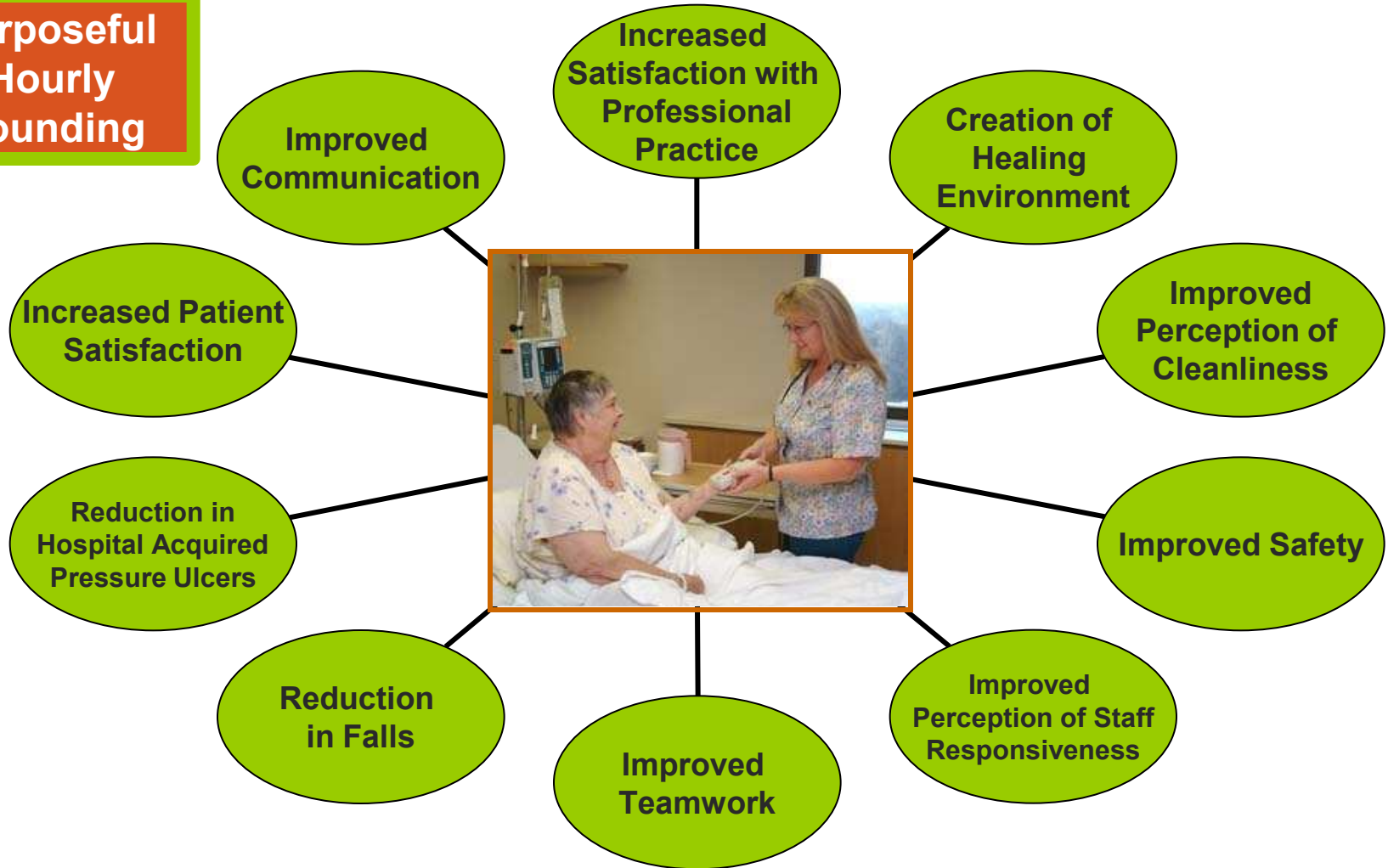


# Determining Focus Areas

- All HCAHPS dimensions are important from a quality perspective
- Focus on gaps to external benchmarks
- Pushing scores down to accountable units
- Implement evidence-based practices that impact more than one measure

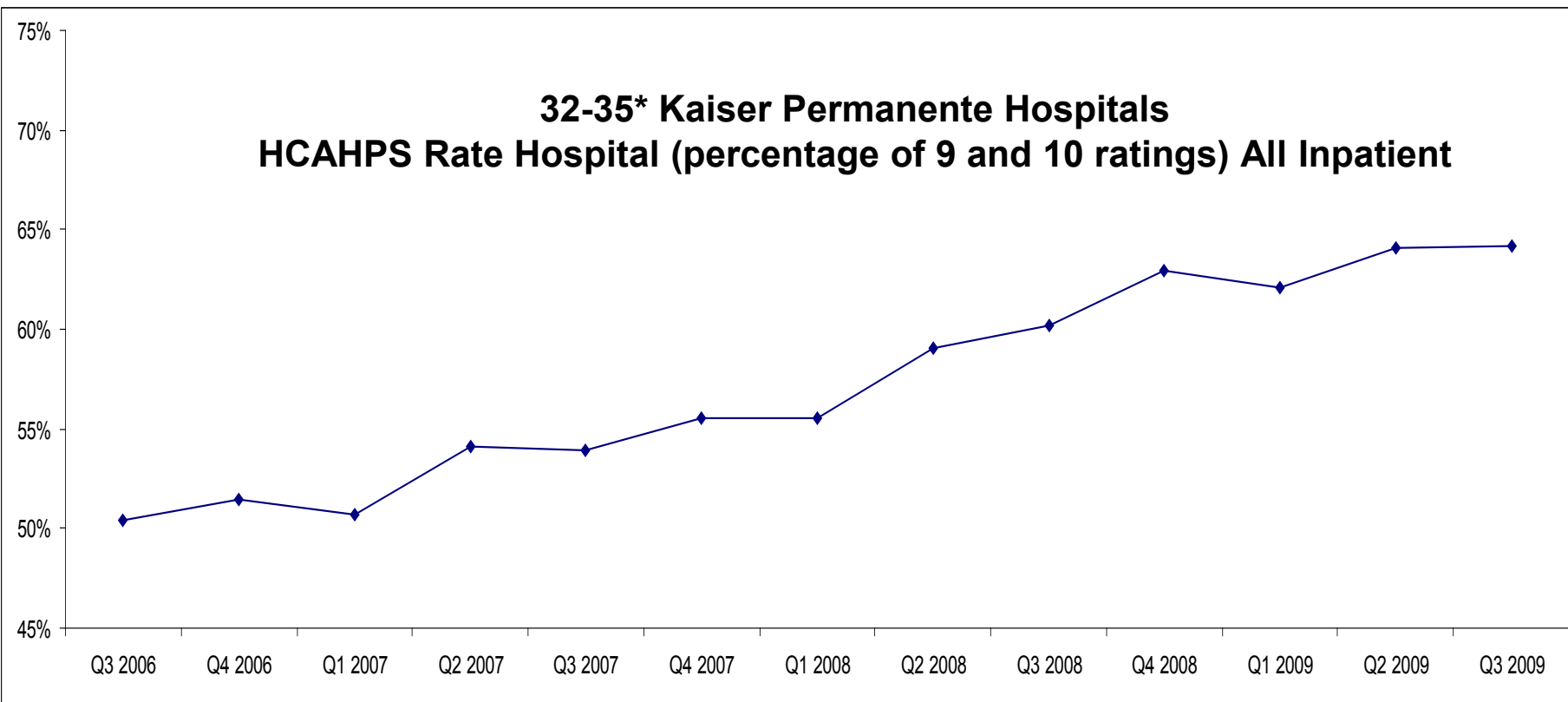
# One Practice That Influences Many Opportunities...

**Purposeful  
Hourly  
Rounding**



# HCAHPS Journey - Where We Are Now

**32-35\* Kaiser Permanente Hospitals**  
**HCAHPS Rate Hospital (percentage of 9 and 10 ratings) All Inpatient**



\*Number of hospitals has increased from 32 to 35 since 2006

# Challenges

- Lack of National Service-line benchmarks
- Public reporting of HCAHPS data
  - Various methodologies
    - *Consumer Reports*
    - CHART
    - CMS



# Keys to Success

- Senior leadership commitment to service excellence
  - Census sampling
- Aligned, cascading goals
- Engaged front-line staff
  - Unit level data
- Accountability for outcomes

***“Execution is the major job of a leader and must be the core element of an organization’s culture.”***

***- Bossidy & Charan***

# Special Thanks to:

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# For More Information

Esther Burlingame, MHA  
Director, Service Performance and Strategy  
National Service Quality  
Kaiser Permanente Health Plan

Office 510-267-4219  
[esther.burlingame@kp.org](mailto:esther.burlingame@kp.org)