When you think of a career with Kaiser Permanente

Start with the department of Quality and Operations Support

An internal consulting and analytical group supporting the physicians of Northern California
If we could actually get our health-care system across the board to hit the efficiency levels of a **Kaiser Permanente** or a Cleveland Clinic or a Mayo or a Geisinger, we actually would have solved our problems.

*President Obama*
*Time Magazine, July 29, 2009*
Intro
What you’ll find in this overview

- KP Overview
- QOS Overview
- QOS Project Examples
- How you fit in
- QOS Work Experience
- QOS Work/Life Balance
- Next Steps
KP Overview

How big we are

KP is a national health care organization that provides health care to 9.1 million people, or “members”, in 9 regions in the USA. QOS is part of the Northern California region.

Here are some stats just on Northern California:

- 8,000 physicians
- 51 medical offices / 21 hospitals
- 3,400,000 members
- 44% market share
KP Overview
Our unique model of care

KP has a unique structure that has been instrumental to its success for over 60 years and a big part of why it is considered a superior model of care. Here are the key elements:

KP Model of Care

- Integrated: All functions of health care are in-house; we closely work together
- Not-for-Profit: We invest back into the delivery system
- Prepaid: Aligns toward preventive and wellness care
- Technology

KP Overview
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- Not-for-Profit: We invest back into the delivery system
- Prepaid: Aligns toward preventive and wellness care
- Technology
KP Northern California is the Best Health Plan in California for Clinical Quality

10+ years

For more than 10 years, our clinical quality performance has distinguished us as the top health plan in California (CCHRI).
Kaiser Permanente is really an integration of three divisions. QOS is part of the group of physicians, known as The Permanente Medical Group, Inc. (TPMG)

QOS
- Internal consulting group
- Business and analytic consulting
- Physician credentialing
- 160 staff
QOS Overview
Our mission and value to the KP organization

Our mission is to provide TPMG with operational performance improvement expertise to enable sustained excellence in quality, service and reputation.

QOS has made major contributions to our success. It is a privilege to acknowledge and commend their expertise and dedication.

Robert Pearl, MD
CEO of TPMG
January 25, 2010
QOS Overview

Our approach

Our staff consists mainly of business consultants and analytic consultants. We apply these two skill sets to improve organizational performance using the following approach:

- **Systems** to sustain success
- **Infrastructure**, both regional and local, to get the work off the ground
- **Measurement** and data to diagnose opportunities and motivate and monitor performance
- **Alignment** of intentions and incentives
- **Leadership** to articulate a vision
QOS Overview
The scope of our work

Population Care & Care Coordination
- Chronic Conditions
- Cancer Care
- Panel & Population Management
- Transitions in Care

Customer Engagement, Specialty & Operative Care
- Customer Engagement
- Specialty Care Access
- Operative Care

Ancillary Care & Technology
- Imaging Services
- Lab Services
- Technology Integration

Primary Care
- Access, Service, & Quality of Care for Adult Medicare, OB Gyn and Pediatrics
- Practice Sustainability
- Primary Prevention

Emergency Department & Hospital Care
- Evidence-Based Medicine
- Mortality Reduction
- Patient Safety
- Maternal & Child Health
- Hospital Throughput

Enterprise Initiatives
- Technology Solutions and Technical Innovations
- Quality Demonstration
- Clinical Practice Guidelines & Medical Ethics
- Physician Credentialing
QOS Project Examples
How we bring about change: Four examples of project management

What exactly do we do here in QOS? In this section, you can review some real examples of project work so you can see the types of challenges we are tasked with and how we approach the work.

Projects

1. Increase member access to care and reduce wait time in ED
2. Assure all eligible members receive Colorectal Cancer Screening
3. Improve Hypertension performance
4. Use technology to provide alternate means for accessing Specialty Care services
QOS Project Examples
Project 1: Streamlined Emergency Services Process

<table>
<thead>
<tr>
<th>Problem Statement</th>
<th>In Northern California, more than 800,000 patients are treated in our Emergency Departments (EDs). TPMG Northern California Chiefs and Managers of Emergency Medicine share a vision for creating World Class Emergency Care</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Objective</td>
<td>Our goal is to provide timely, well-sequenced, high quality care to our ED patients. The strategy is four-fold: (1) diagnose quickly; (2) treat quickly; (3) ensure a timely discharge; and (4) discharge or transfer patients to the appropriate venue of care</td>
</tr>
<tr>
<td>Stakeholders</td>
<td>Associative Executive Director, Regional Medical Director for Hospital and Continuing Care Operations, Chiefs and Managers of Emergency Medicine, Hospital Based Specialty Chiefs, and Intensivists</td>
</tr>
</tbody>
</table>
| Key Actions       | ▪ Using data to understand demand and throughput patterns, develop performance measures on response times and analyze data to understand where the delays occur  
▪ Leveraging data, technology and discussions with the Chiefs and Managers of Emergency Medicine to help identify successful operational practices and drive performance improvement |
| Issues/ Challenges| Several operational dependencies:  
▪ Matching supply of services to demand (appropriate staffing and availability of services, including weekend and weeknight coverage of specialists and services)  
▪ Care protocols / workflows (including diagnosis, treatment, discharge and/or handoffs)  
▪ Capacity, space, hospital bed availability  
▪ Transport delays, etc. |
### QOS Project Examples

#### Project 2: Increased Colorectal Cancer Screening

<table>
<thead>
<tr>
<th>Problem Statement</th>
<th>In Northern California, a significant portion of members were not screened for colorectal cancer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Objective</td>
<td>Our goal is to achieve a screening compliance that is at the HEDIS 90th percentile</td>
</tr>
<tr>
<td>Stakeholders</td>
<td>Medical Director for Colorectal Screening, Associate Executive Directors, Chiefs of Gastroenterology, Chiefs of Medicine</td>
</tr>
</tbody>
</table>
| Key Actions       | - Implemented a region-wide outreach program to mail at-home screening kits to all members eligible for screening  
                   - Developed extensive reporting to track performance |
| Use of Technology | - Population Management Tool is a database that provides relevant information to medical center managers and staff  
                   - Preventative Health Prompt is a tool within KP Health Connect that notifies staff when member is due for screening |
| Issues/Challenges | - Lack of awareness among members regarding colorectal cancer, especially since it is typically asymptomatic until late stages of cancer  
                   - Members with a positive result from at-home screening require a colonoscopy, leading to challenges with managing GI capacity |

#### Accomplishments & Impact

- Increased screening rate of our eligible population from approximately 40% in 2004 to almost 70% in 2009.
- Increased the number of colorectal cancers being detected from 1,355 in 2004 to 1,756 in 2008. Detection led to treatment and lives saved.
- Screening program led to 47% of cancers being identified at the localized stage in 2008 as compared to only 38% in 2004. Earlier detection has a significantly better prognosis.
- Higher awareness in the local community regarding the importance of colorectal cancer screening.
### QOS Project Examples

#### Project 3: Improved Hypertension Control

<table>
<thead>
<tr>
<th>Problem Statement</th>
<th>Cardiovascular disease is the number one cause of death in the US, and the cause of enormous disability and expense</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Objective</td>
<td>Improve hypertension control rates, thereby lowering the incidence of cardiovascular events among members</td>
</tr>
<tr>
<td>Stakeholders</td>
<td>Associate Executive Directors of Quality, Medical Director of Quality, Chronic Conditions Management physician leads</td>
</tr>
</tbody>
</table>
| Key Actions       | - Implemented a systematic approach to performance improvement  
                   - Developed a new financial incentive structure to motivate local facilities to work on achieving the performance improvement targets  
                   - Worked with clinical leadership to ensure the team was coordinated and engaged |
| Use of Technology | - Population management tool, which generates patient lists that enable clinicians to conduct quick reviews and implement swift intervention plans for their patients  
                   - Development of reports that illuminate opportunities and provide actionable data |
| Issues/Challenges | - Standardization of workflows across the region  
                   - Changing physician beliefs |

#### Accomplishments & Impact

- Cardiovascular disease is no longer the number one cause of death for KP members, and has fallen to 30% below that experienced by the rest of California.
- Kaiser Northern California is consistently ranked among the national top 5 performers for HEDIS hypertension performance over the past few years.
QOS Project Examples

**Project 4: Develop Alternate Care using Technology**

<table>
<thead>
<tr>
<th>Problem Statement</th>
<th>Create “Wow” experience for patients on Specialty Care Access</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Objective</td>
<td>Use telephonic instant referral/consultation at time of PCP visit to triage, consult and/or arrange Same Day Visit with Specialist</td>
</tr>
<tr>
<td>Stakeholders</td>
<td>Specialists, PCPs, local leadership</td>
</tr>
<tr>
<td>Key Actions</td>
<td>Fostered innovation while identifying metrics and workflows that permit measurement/expansion</td>
</tr>
<tr>
<td>Use of Technology</td>
<td>Electronic Referral, Electronic Medical Record, Telephone as a Disruptive Technology</td>
</tr>
</tbody>
</table>
| Issues/Challenges | - Balancing need for consistency, broad adoption and metrics with need to innovate locally  
- PCP time and keystrokes (more work for PCP, Specialist reaps the advantage)  
- Scripting and smoothing dialogue with patient in the room |

**Accomplishments & Impact**

- Same Day Access & Advice
- Improved clinic efficiency
- PCP-Specialist relationship & learnings
- Reduction in specialty new consults
- Patient Satisfaction skyrocketed in early adopter sites
How you fit in
What do you have a passion for?

Business Consulting
- Working with and presenting to senior leadership
- Managing a few projects simultaneously
- Tackling a combination of strategic and operational issues
- Analyzing data and transforming it into actionable results
- Championing innovation and change
- Leveraging technology
- Driving performance through influence

Analytic Consulting
- Designing analyses or measures for Performance Improvement; extracting, manipulating and summarizing data to get results
- Detecting and explaining data nuances and how they may limit the interpretation of the results
- Building complex algorithms in SAS or other languages and/or optimizing SQL queries in various environments
- Automating processes through the use of scripting or macro languages; designing, building, and deploying datamarts targeting SAS, RDBMS or other stores

What skills do you want to use and develop further?

Common attributes
- Working directly with physicians, project managers and analytic/business consulting colleagues to define business requirements for analysis, management reporting and data-based operational tools
- Collaboration, mentoring, and professional development
QOS Work Experience
Professional satisfaction: Three career paths reviewed

What is it like to work here? Will you fit in? What are typical backgrounds of your colleagues? What leadership paths brought them here and what drives their satisfaction? Let’s learn more through the experiences of three of our managers.

1. Maggie
2. Zahra
3. Garett
QOS Work Experience
Career path 1: Maggie

CORNERSTONE ACHIEVEMENT:
Our analytics have helped KP's Emergency Departments to have empty waiting rooms, with over 80% of patients seeing a doctor within 30 minutes. Figuring out how to eliminate delays and waste in our hospitals gives me a strong sense of purpose because it improves patients' lives while also addressing our nation’s challenge to make health care accessible and affordable.

Maggie Vashel
Consulting Manager, QOS

<table>
<thead>
<tr>
<th>MBA, Presidio Graduate School</th>
</tr>
</thead>
<tbody>
<tr>
<td>Programmer Analyst, The Permanente Medical Group</td>
</tr>
<tr>
<td>Data Consultant, The Permanente Medical Group</td>
</tr>
<tr>
<td>Senior Data Consultant, Group Leader, Kaiser Foundation Health Plan</td>
</tr>
<tr>
<td>Group Leader, Kaiser Foundation Hospitals</td>
</tr>
<tr>
<td>Audit Manager, The Permanente Medical Group</td>
</tr>
<tr>
<td>Senior Data Consultant, The Permanente Medical Group</td>
</tr>
<tr>
<td>Consulting Manager, The Permanente Medical Group, QOS</td>
</tr>
</tbody>
</table>
### QOS Work Experience

#### Career path 2: Zahra Jaffer

**Director, QOS**

**CORNERSTONE ACHIEVEMENT:**
My cornerstone accomplishment at KP was developing an approach to transform publicly reported quality data (like hypertension and diabetes control rates) to meaningful messages about the number of lives saved at KPNC through our exceptional care. Through this work we are able to further distinguish ourselves by making claims such as the following - if all Americans with hypertension had their blood pressure controlled as well as Kaiser Permanente members in Northern California, 391,102 people would be spared cardiovascular events over the next 5 years.

<table>
<thead>
<tr>
<th>MPH, Yale School of Public Health</th>
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</thead>
<tbody>
<tr>
<td><strong>Senior Consulting Associate, The Permanente Medical Group, QOS</strong></td>
</tr>
<tr>
<td><strong>Managerial Consultant, The Permanente Medical Group, QOS</strong></td>
</tr>
<tr>
<td><strong>Senior Managerial Consultant, The Permanente Medical Group, QOS</strong></td>
</tr>
<tr>
<td><strong>Consulting Manager I, The Permanente Medical Group, QOS</strong></td>
</tr>
<tr>
<td><strong>Consulting Manager II, The Permanente Medical Group, QOS</strong></td>
</tr>
<tr>
<td><strong>Director, The Permanente Medical Group, QOS</strong></td>
</tr>
</tbody>
</table>
CORNERSTONE ACHIEVEMENT:
I find it amazing that the work that we do was not even possible let alone conceivable 10 years ago. For instance, the analysis we are doing with Close to Next Cut in our operating rooms will have such a major impact towards ensuring that we are getting patients access to the surgeries that they need.

### Career path 3: Garett

**Garett Ng**
Consulting Manager, QOS

| **MPH, Yale School of Public Health** |
| **BA, University of California, Berkeley** |
| Consulting Data Analyst, Foundation Health Plan | Created utilization dashboards and nurse staffing models for Patient Care Services |
| Senior Consulting Data Analyst, Foundation Health Plan | Led CA mortality rate disparities analysis, created Strategic and Capital Planning models, established HEDIS Cost of Care measurements |
| Data Quality Manager, Memorial Sloan-Kettering Cancer Center | Led data analytics for the Quality Assessment department; Led the implementation of new physician scorecards; Developed and measured performance improvement initiatives for the hospital |
| Senior Data Consultant, The Permanente Medical Group, QOS | Gastro-Intestinal Access and Efficiency, Operating Room Access and Efficiency, Peri-Operative Management, Breast Cancer Screening, Cervical Cancer Screening, Colorectal Cancer Screening |
| Consulting Manager, The Permanente Medical Group, QOS | Gastro-Intestinal Access and Efficiency, Operating Room Access and Efficiency, Peri-Operative Management, Breast Cancer Screening, Cervical Cancer Screening, Colorectal Cancer Screening |
What does a typical week look like for a consultant at QOS? Here are some examples.

1. Rob
2. Joef
3. Cynthia
### QOS Work/Life Balance

**A day in the life: Rob’s Story (Analytic Consultant)**

<table>
<thead>
<tr>
<th>Mon</th>
<th>Tue</th>
<th>Wed</th>
<th>Thu</th>
<th>Fri</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Work Time</strong></td>
<td><strong>Work Time</strong></td>
<td><strong>Work Time</strong></td>
<td><strong>Work Time</strong></td>
<td><strong>Work Time</strong></td>
</tr>
<tr>
<td>Work on SAS code to address issues with imaging initiated-to-seen (ITS) statistics.</td>
<td>Continue work on ITS statistics. This data is very non-standard!!</td>
<td>Start to compose quarterly PMOOD reports. Found error! Need to re-run!</td>
<td>Conference call with Early Start PM to strategize about system migration and timelines.</td>
<td>Finishing touches on communication about ITS metrics and send email to regional leaders.</td>
</tr>
<tr>
<td>Primary Care Team meeting- viewed Diversity Video</td>
<td>Review about 50 medical records to complete and validated logic for ITS.</td>
<td>Run and validate peri-partum depression (PMOOD) treatment statistics for region and medical centers.</td>
<td>Finalize PMOOD screening reports and distribute via Lotus Notes.</td>
<td>Start to develop action plan to modify key monthly production job as required by new business operations for imaging.</td>
</tr>
<tr>
<td>QOS Green Team meeting to formulate 2013 strategic goals and initiatives</td>
<td></td>
<td>Represent TPMG during HEDIS audit of Prenatal/Post Partum Care.</td>
<td>Meet with manager to strategize work load and manage needs of clients.</td>
<td>Attend briefly retirement party for significant QOS employee.</td>
</tr>
</tbody>
</table>

| Thrive Time! | Thrive Time! | Thrive Time! | Thrive Time! | Thrive Time! |
| Biked to work. | Biked to work. | Biked to work. | Biked to work. | Biked to work. |
| Took yoga class at lunch. | Lunch with friend | Took yoga class at lunch. | Wondering where my refund is!? | Telecommute. |
| Worked on taxes! | Tennis after work. | More tennis | Yoga off site | Bike ride part way up Grizzly Peak. |
## QOS Work/Life Balance
### A day in the life: Joef’s Story (Business Consultant)

<table>
<thead>
<tr>
<th>Work Time</th>
<th>Mon</th>
<th>Tue</th>
<th>Wed</th>
<th>Thu</th>
<th>Fri</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Facilitated planning session for Online Questionnaire Patient Outreach Pilot</strong></td>
<td><strong>Facilitated planning session for Online Questionnaire Patient Outreach Pilot</strong></td>
<td>Met with Executive Leader to finalize Facility Websites presentation</td>
<td>Created Questionnaire Pilot utilization reports</td>
<td>Went to lunch at Take It Easy Thai with QOS colleagues</td>
<td><strong>Attend OR Exec meeting with senior KP Execs</strong></td>
</tr>
<tr>
<td><strong>Met with Analytic consultant to plan for upcoming Pilot reporting needs</strong></td>
<td><strong>Created Regional Report for OR Access Performance</strong></td>
<td>Created Regional Report for OR Access Performance</td>
<td>Teamed with OR Colleagues to create a department case study</td>
<td>Conference call with OR MD Leads and Fresno APIC</td>
<td><strong>1-to-1 meeting with my Mentor (walk around Lake Merritt)</strong></td>
</tr>
<tr>
<td><strong>1-to-1 meeting with my QOS Manager</strong></td>
<td><strong>Met with OR colleague to discuss new project (Surgical Outcomes)</strong></td>
<td>Met with OR colleague to discuss new project (Surgical Outcomes)</td>
<td>BART to Pleasanton and facilitate regular Online Tools meeting with KPHC leadership team</td>
<td>Created Online Questionnaire training materials for pilot</td>
<td><strong>Attend Performance Improvement training session</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Thrive Time!</th>
<th>Mon</th>
<th>Tue</th>
<th>Wed</th>
<th>Thu</th>
<th>Fri</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Run around Lake Merritt</strong></td>
<td><strong>Surfing in Pacifica</strong></td>
<td><strong>Run around Lake Merritt</strong></td>
<td><strong>Run around Lake Merritt</strong></td>
<td><strong>Drive to Lake Tahoe for weekend ski trip!</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Dinner with family friend at Nick’s Tacos in SF</strong></td>
<td><strong>Darts at the Albatross</strong></td>
<td><strong>Dinner at the Albatross</strong></td>
<td><strong>Dinner at the Albatross</strong></td>
<td><strong>Dine at the Albatross</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Run around Lake Merritt</strong></td>
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</table>
QOS Work/Life Balance
A day in the life: Cynthia’s Story (Analytic Consultant)

<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>Work Time</td>
<td>Work Time</td>
<td>Work Time</td>
<td>Work Time</td>
<td>Work Time</td>
</tr>
<tr>
<td>▶ Processed a weekly report monitoring specialty care access performance</td>
<td>▶ Worked on coding an enhancement to the specialty care access report</td>
<td>▶ Weekly check-in with manager</td>
<td>▶ Finished developing and distributing postoperative care dashboard</td>
<td>▶ Tested enhancement to the specialty care access report, making sure it’s ready for the next Monday</td>
</tr>
<tr>
<td>▶ Processed a monthly report measuring the utilization of electronic medical record-based data collection tools</td>
<td>▶ Met with OR subject matter expert, then continued developing data to support a postoperative care dashboard</td>
<td>▶ Met with Business Consultant to coordinate changes to specialty care access report</td>
<td>▶ Attended brown bag session on meaningful use</td>
<td>▶ Worked on documentation supporting department’s initiative to utilize SAS Business Intelligence tools and sent to colleague for feedback</td>
</tr>
<tr>
<td>▶ Answered questions regarding reports from Medical Center physician leaders and access analysts</td>
<td>▶ Mocked up templates for postoperative care dashboard and sent them to Business Consultant</td>
<td>▶ Finalized the template for the postoperative care dashboard</td>
<td>▶ Helped QOS colleague code a data extraction process</td>
<td></td>
</tr>
</tbody>
</table>

Thrive Time!

<table>
<thead>
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</tr>
<tr>
<td>▶ Powerlifting and running</td>
<td>▶ Indoor rock climbing</td>
<td>▶ Lunchtime yoga</td>
<td>▶ Happy hour with QOS colleagues</td>
<td>▶ Lunch in Chinatown or the Farmer’s Market</td>
</tr>
<tr>
<td></td>
<td>▶ Cook (and eat) a family dinner with CSA box contents</td>
<td>▶ Read a few chapters of a behavior economics book</td>
<td></td>
<td>▶ Meet up with an old friend for dinner</td>
</tr>
</tbody>
</table>
Do you want to apply your talents and experiences to creating a world-class care experience for our members?

Yes? Then we would like to talk
Next Steps

Want to know more about Kaiser Permanente?

Here you’ll find some useful links to explore more about a career with Kaiser Permanente and the services we provide to our members and community.

- Read about Kaiser Permanente in the news:
  http://www.economist.com/node/16009167?story_id=16009167

- Visit Kaiser Permanente’s career site:
  www.kaiserpermanentejobs.org

- See how Kaiser Permanente is dedicated to improving the health of people living and working in the communities we serve:

Or to check back in with QOS:

- Or call our HR point-person, Deborah Johnson: 510-625-4587