

[illegible]

REALITY

Healthcare Costs 1990 - 2000

Year	Cost (\$ Billions)
1990	~10
1991	~12
1992	~15
1993	~18
1994	~22
1995	~28
1996	~35
1997	~45
1998	~55
1999	~65
2000	~75

Health-care access and delays: A true crisis in America

Garfield & Distinction

CONSUMER



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CONSUMER



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VOICE OF THE
CUSTOMER



KAISER PERMANENTE.

Does Kaiser
Permanente
deliver
excellent care
to every
patient, every
time?

- ✓ Always
- ✓ Usually
- ✓ Sometimes
- ✓ Never



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Is Excellence
Optional?



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Garfield Distinction - Journey of Continuous Improvement

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Objectives



- Define the Garfield Distinction innovative approach to creating operational excellence;
- Identify how to adopt the Garfield Distinction Framework to promote continuous improvement and progressive levels of excellence;
- Leverage the Garfield Criteria to respond to the challenges of leading in times of crisis and change;
- Identify process for recognizing MOBs that create and achieve a culture of high performance.



Key Components



1. Performance Excellence Criteria

Defines MOB operational excellence with progressive levels of maturity aligned to processes and outcomes (results) to create high reliability.

2. Garfield Distinction Recognition

Comprehensive assessment of MOB operations to determine eligibility for earning a Garfield Distinction.

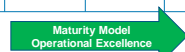


Criteria Framework




Focus Areas

Focus Area	Beginning	Developing	Advancing
1 - Leadership			
2 - Care Delivery			
3 - Member	Multiple items in each Focus Area with corresponding performance results.		
4 - Knowledge			
5 - People			
6 - Operations			






Criteria Framework

Focus Area 1: Leadership 

Leadership	Communication	Relationship
1. Mission, Vision and Values How do leaders ensure the organization's mission, vision and values are understood and lived by all employees? How do leaders ensure the organization's mission, vision and values are aligned with the community's needs and expectations?		
1.1 Define Mission, Vision and Values How do leaders ensure the organization's mission, vision and values are understood and lived by all employees?	1.2 Communicate Mission, Vision and Values How do leaders ensure the organization's mission, vision and values are understood and lived by all employees?	1.3 Embed Mission, Vision and Values How do leaders ensure the organization's mission, vision and values are understood and lived by all employees?
1.4 Performance and Action How do leaders ensure the organization's mission, vision and values are understood and lived by all employees?	1.5 Regulatory / Accreditation How do leaders ensure the organization's mission, vision and values are understood and lived by all employees?	1.6 Community / Society Well-being How do leaders ensure the organization's mission, vision and values are understood and lived by all employees?


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Focus Area 1 Leadership [or 8.1] 

How do leaders lead? How do they interact with each other, and manage their accountabilities and affect performance? How do Leaders shape the organization's culture and its ability to accomplish its work? How does the organizational meet the needs of its customers? Apply ethical standards and ensure safety? How do Leaders ensure operational efficiency and work together to fulfill the organization's standards?

1. Mission, Vision and Values (MVV)
2. Communication
3. Culture
4. Performance and Action
5. Strategy
6. Leadership Structure/System
7. Regulatory / Accreditation
8. Community / Society Well-being



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Focus Area 2 Care Delivery

How do you provide high quality Healthcare Services? How do you determine, assess and monitor care delivery and ensure a culture of safety, confidentiality, regulatory compliance and exemplary professional practice?

1. Patient and Family Rights and Responsibilities
2. Staffing
3. Provision of Care
4. Quality-of-Care



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Focus Area 3 Member

How do you obtain information from Members / Patients, engage them by serving their needs and build relationships? How do we determine their satisfaction, dissatisfaction and retain them as members?

1. Capturing the Voice of the Member/ Patient
2. Satisfaction/ Engagement
3. Service Offerings
4. Member Group (Segmentation)
5. Relationship Management
6. Complaint Management



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Focus Area 4 Knowledge

How do you measure, analyze and improve MOB performance? How do you review MOB performance? How do you manage information and organizational knowledge to ensure information and data are available? How do you share successful practices and embed learning into operations?

1. Performance Management: Selection
2. Performance Sharing
3. Performance Assessment
4. Performance Improvement
5. Successful Practices



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Focus Area 5 People

How do you engage, manage and develop the Workforce to utilize its full potential in alignment with your strategic objectives and overall needs? How do you build an effective and supportive Workforce environment conducive to high performance? How do you assess and ensure you have the required Workforce capacity and that the Workforce has the capabilities to deliver the defined services?

1. Workforce Management
2. Change Management
3. Workplace Environment
4. Organizational Culture
5. Professional Development



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Focus Area 6 Operations

How do you design, manage and improve healthcare services and work processes? How do you ensure effective operations? How do you manage your operations to ensure efficiency and effectiveness?

1. Service and Process Design
2. Process Management and Improvement
3. Supply Chain
4. Innovation
5. Operational Effectiveness



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1 KP



KP Nursing Values
Integrity
Compassion
Patient- Family Centric
Teamwork
Professionalism
Excellence

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Garfield Distinction Recognition Cycle

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2018 Gold Distinction Honoree: The Cerritos MOB

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2018 Silver Distinction Honoree: The Santa Ana MOB



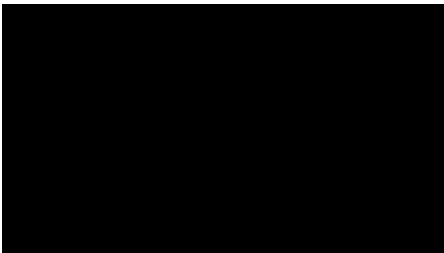
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2019 Applicant: Carson MOB



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**Shared
responsibility to
pursue
Excellence.**



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Garfield Distinction Website

<http://GarfieldDistinction.kp.org>



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