



**Kaiser Permanente Nursing Strategy and Ambulatory Care**  
The Journey Continues

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NATIONAL PATIENT CARE SERVICES (INTERNAL USE ONLY) KAISER PERMANENTE

The slide features a central circular diagram with 'TOTAL HEALTH' at the top, 'HEALTHY COMMUNITIES' at the bottom, and 'PATIENT AND FAMILY' in the center. The diagram is surrounded by various healthcare-related images and text including 'Collaborative Work Environment', 'Leadership', 'Performance Excellence', 'Patient-Centered Care', 'Evidence-Based Practice', 'Research', 'Quality Improvement', 'Population Health', and 'Care Transformation'.

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### The Discipline of Nursing



**Florence Nightingale (1820-1910)**

- Evidence-based practice
- Infection control
- Hygiene
- Analytics
- Transformation of medical care
- Patient-centered, compassion, excellence, integrity, professionalism

**Basic Connections Foundational to the Discipline of Nursing**

- Relationship with patients and their families
- Relationships with members of their health care team
- Value of self-care

*"It may seem a strange principle to enunciate as the very first requirement in a Hospital is that it should do the sick no harm"*  
1859

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### Unique Skillset in Nursing



The diagram shows a central red heart with a stethoscope around it. Surrounding the heart are ten green boxes, each containing a skill: Compassion, Ethics, Empathy, Critical Thinking, Stamina, Commitment, Adaptability, Communication, Attention to Detail, and Confidence.

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### High-Speed Transformation of Nursing



Many converging forces will have a big impact on nursing

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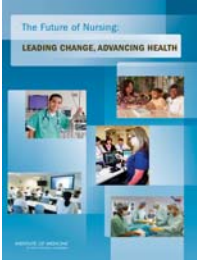
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### External Influences On Our Professional Practice



**Institute of Medicine (2010)**

- Nurses should be full partners, with physicians and other health professionals, in redesigning U.S. health care
- Strong leadership is critical if the vision of a transformed health care system is to be realized

Extraordinary nursing care, every patient, every time

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### Ambulatory Care Nurse Sensitive Indicator Industry Report – May 2016

- **Critical that ambulatory nurses identify the elements of their practice related to patient care and outcomes;**
- **Ambulatory nurses need to be socialized to their structural empowerment of authority, autonomy and accountabilities in professional practice;**
  - This creates registered nurse leaders at all levels
  - Builds support and view as a professional group
- **The role of the RN in this new ambulatory space is critical**
  - Care coordination
  - Transition management
  - Health promotion
  - Community resources

Source: Ambulatory Care Nurse-Sensitive Indicator Industry Report: Meaningful Measurement of Nursing in the Ambulatory Patient Care Environment

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**Josiah Macy Jr. Foundation: Conference Recommendations**

- I. Changing the Healthcare Culture
- II. Transforming the Practice Environment
- III. Educating Nursing Student in Primary Care
- IV. Supporting the Primary Care Career Development of RN's
- V. Developing Primary Care Expertise in Nursing School Faculty
- VI. Increasing Opportunities for Inter-professional Education



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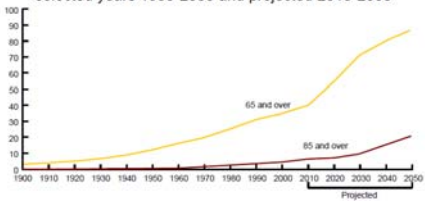
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### High Nursing Demand

More People Need Care Versus People Who Provide Care

Demand for RNs expected to grow over the next two decades, driven by the aging of the nation's baby boom generation

Number of people age 65 and over, by age group, selected years 1900-2000 and projected 2010-2050



Source: US Census Bureau, Decennial Census and Projections

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### Opportunity of Our Lifetime



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### Potential to Effect Wide-Reaching Changes!

Largest component of health care workforce

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Understand care process across continuum of care

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Spend most time with patients

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Evidence links them to high-quality patient care



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### Disruptive Shift in Care Setting

**"Care in Place"**

The hospital institution is in the midst of massive and disruptive change. Such change will be so transformational that by 2020 one in three hospitals will close or reorganize into an entirely different type of health care service provider.

- Reduce health care costs
- Hospitals can be more harmful for patients vs. home care setting
- Health care reform will make connectivity, electronic medical records, and transparency commonplace in health care



Source: MedPage today

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### Transformation Spaces

High potential / high value tactics – we can improve care across our entire landscape of settings and strategies – to provide the right care at the right time in the right place.

Extend the Delivery System			
Empower Members and Caregivers	KP Care Settings <small>Hospital &amp; ED</small>	Technology Enabled Care Settings <small>Home</small>	Community Care Settings <small>Continuum of Care</small>
<b>Acute, Urgent &amp; Emergent Care Encounters</b>	Geriatric ED	Care Transitions Hosp at Home	Community Paramedicine Assisted Living Resounding SNF Rounding
<b>Ambulatory Care Encounters</b>	Clinic Geriatric Specialty Engagement Geriatric Med Home	Everywhere Integrated Complex Care "Respecting Choices" Primary Care Home Visits	Community Access to Community Social Services Telemedicine Remote Monitoring
<b>Population Care Encounters</b>	Care / Case Management Automated Care Mgr Clinical Onboarding	Call Centers / KP-Org Self Care KP-Org Integrated Member Assistance	Social Networking Self Care System Mobile Apps Interest Care Communities

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### Transformation Space Themes

Our first priority is improving quality of care

- Extending the delivery system, moving care out of our hospitals and clinics and closer to where our members live, work, and play
- Integrating complex care for our most vulnerable members
- Increasing access to the social, community and non-medical services that support health and well being
- Enabling customized self-care

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### Rapid Speed of Technology


**PROS**

- Efficiency and speed
- Latest data and evidence
- Open new avenues of communications
- Knowledge exchange (population health, genomic testing)



**CONS**

- Fear of replacement
- Not being able to adopt to new systems
- Workflow and relationship with patient compromised
- Regulatory compliance
- Rate of information is overwhelming



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### Supporting Innovation, Expanding Roles



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### Ability to Manage & Improve Nursing in Social Settings

- Emotional connection needed now more than ever in a high tech environment
- Physical touch and diagnostic-thinking necessary given the technology advances
- Therapeutic healer and listener: What can we teach and learn from engaging and listening to our patients?



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### Reconnecting Us to Our Purpose

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### The evidence has shown....

When nursing is framed around a vision, set of values, and professional practice model, there is:

- Increased nurse satisfaction with work environment
- Increased nurse communication
- Increased retention
- Improved outcomes
- Decreased costs

Source: Magnet Status: Assessing, Pursuing, and Achieving Nursing Excellence, Marian C. Turkel, RN, PhD, Pages 4-8

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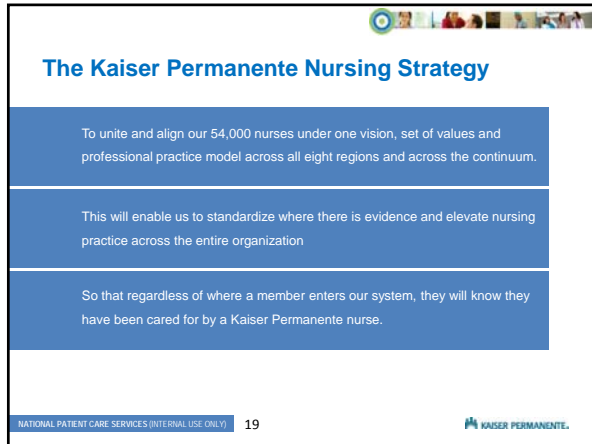
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**The Kaiser Permanente Nursing Strategy**

To unite and align our 54,000 nurses under one vision, set of values and professional practice model across all eight regions and across the continuum.

This will enable us to standardize where there is evidence and elevate nursing practice across the entire organization

So that regardless of where a member enters our system, they will know they have been cared for by a Kaiser Permanente nurse.

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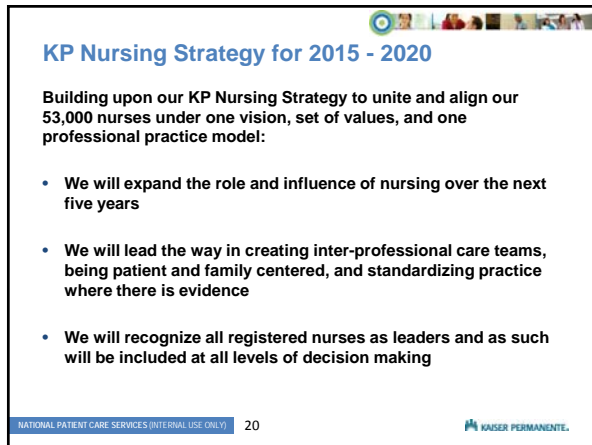
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**KP Nursing Strategy for 2015 - 2020**

Building upon our KP Nursing Strategy to unite and align our 53,000 nurses under one vision, set of values, and one professional practice model:

- We will expand the role and influence of nursing over the next five years
- We will lead the way in creating inter-professional care teams, being patient and family centered, and standardizing practice where there is evidence
- We will recognize all registered nurses as leaders and as such will be included at all levels of decision making

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Bookmarks – KP Nursing Pathways website  
<http://www.kpnursing.org/> Click on Nursing Strategy at top of page

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### Our Vision and Values



**THE KAISER PERMANENTE NURSING VISION**  
Kaiser Permanente nurses advance the art and science of nursing in a patient-centered healing environment through our professional practice and leadership.  
Extraordinary nursing care. Every patient. Every time.  
KAISER PERMANENTE.

- Professionalism
- Compassion
- Integrity
- Teamwork
- Excellence
- Patient Family Centric

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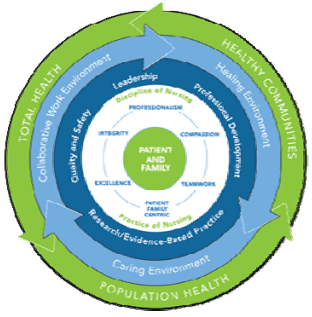
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### KP Nursing Professional Practice Model



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**Kaiser Permanente's Nursing Strategy**  
Unite and align our over 54,000 nurses under one vision, set of values and professional practice model.

**Kaiser Permanente's Nursing Vision**  
Kaiser Permanente nurses advance the art and science of nursing in a patient-centered healing environment through our professional practice and leadership.  
Extraordinary nursing care. Every patient. Every time.


Animated by:

**Shared Nursing Values**  
Professionalism  
Patient & Family-Centric  
Compassion  
Teamwork  
Excellence  
Integrity

&

Guided by:

**KP Professional Practice Model**



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### The Voice of Nursing Workshop

- Standardized Flexibility
- Deliberately Unfinished
- Partnership



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### Why Did You Choose Ambulatory Nursing?

Turn to the person next to you and you each have two minutes to answer this question.



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### Enculturation

Question:

How do we get this into the DNA of the organization?



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## Steps to Enculturation

**Strategy Action Plan Agreements:**

- Create final action plan and timeline.
- Forward action plan and time line to National Patient Care Services within 30 days of meeting.
- Check in call in 90 days.
- Gap Analysis completed every six months – June and December
- Site visit in 12 - 18 months.



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**KAISER PERMANENTE NURSING BRAND POSITIONING**

The KP nursing brand positioning is how we talk about ourselves to internal and external audiences. It also is how we want internal and external stakeholders to think about us. It is a set of consistent messages and themes that should be used every time we talk about KP nursing.

- **KP Nursing Positioning Essence**  
Compassion --- Holistic --- Transforming
- **KP Nursing Positioning Statement**  
KP Nurses transform lives with clinical excellence and compassion. They advance the art and science of nursing in a patient-centered healing environment through professional practice and leadership. They provide extraordinary nursing care to every patient, every time.
- **What are the five KP nursing messaging platforms?**  
Prevention, Excellent Care, Top Nurses, Compassion, and Innovation

## KP Nurse Branding

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**Ambulatory Care Nurse Sensitive Quality Metrics**

AIM	Drivers	Measure Description (s)	Methodology and Suggested Indicators
<b>AIM</b> In Collaboration with the Patient care team and guided by the Registered Nurse, develop and support the implementation of Ambulatory Nurse Sensitive Quality Measures to achieve effective patient outcomes, patient engagement and measurement of nursing value.	<b>Drivers</b> Enhancement of Quality of Care through social well-being screening Enhancement of Quality of Care through clinical evidence based measures.	Percentage of patients who were screened for falls risk at least once within 12 months.	Refer to home health nursing agency for evaluation of living conditions. Teaching of medication side effects. Referral for evaluation of muscle and body strength and endurance. Educate about falls risks and prevention. Review medication and make recommendations to provider for alteration of current regimen to promote enhanced safety where falls are concerned. Assess vision and refer to optimize vision. Assess for foot problems and refer as needed.
		Percentage of patients of all ages with documentation of a pain assessment through discussion with the patient including the use of a standardized tool(s) on each visit AND documentation of a follow-up plan when pain is present.	The AACN NSI Task Force recommends adoption of this measure and integration of its processes for data collection into electronic medical records.  Registered Nurse (RN) screening of patient, using PHQ-2 and PHQ-4, or PHQ-A, with identification of barriers and services needed. Follow-up appointment with primary care provider (PCP). Referral to specialist or appropriate community services. Instruction on diet, activity, and medications (if applicable). Documented use of teach-back. Specific care instructions or written action plan reviewed by RN. Use of evidence-based practice.
		Ambulatory Care Nurse Screening and Follow-up Documentation for Depression	
		Percentage of patients at all ages seen during the measurement period who were screened for high blood pressure (BP) and a recommended follow-up plan is documented based on the current blood pressure reading as indicated.	RN screening of patient with hypertension for identification of barriers and services needed. Follow-up appointment with Primary Care Provider (PCP). Referral to weight loss/nutrition specialist. Instruction on diet, activity, and medications (if applicable). Documented use of teach-back. Specific care instructions or written action plan reviewed by RN. Use of evidence-based practice.
		Percentage of patients with a calculated BMI in the past six months or during the current visit documented in the medical record and if the most recent BMI is outside of normal parameters, a follow-up plan is documented within the past six months or during the current visit.	Provide education to patients and parents of pediatric patients regarding BMI measurement. Provide education to patients and parents of pediatric patients with a high BMI. Provide education to patients and parents of pediatric patients regarding need for weight control. Review diet and eating habits, along with exercise, during visits with patients. Assess adults for signs of diseases associated with elevated BMI. Assess need for laboratory studies (blood and urine) based on history of patient and when previous testing was performed.

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**Potential Action Items**

- NATIONAL Patient Care Services**
  - In Collaboration with KP National Nursing Leaders develop and support strategy for investigation and adoption of Ambulatory Care Nursing sensitive Metrics
  - Provide oversight and guidance to development of metrics and specifications that are consistent throughout the Program
  - Act as liaison with AAACN and CALNOC
- National Nursing Informatics**
  - Exploration of opportunities to leverage current Epic Tools (Healthy Planet, Longitudinal Plan of Care, Smart-sets)
  - Provide Subject Matter expertise and resources to help develop standardized tools that provide data and reports r/t identified measure sets
- Ambulatory Care Nurse Sensitive Quality Metrics Workgroup**
  - In collaboration with Operations and Nursing leaders, identify areas of opportunity to implement a targeted pilot site to test end to end process.
  - Provide local subject matter expertise (RN, Nursing IT, Quality, Physician) to support development and implementation of targeted pilot

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**What? So What? Now What?**

Table talk – you will have 10 minutes to discuss.

Based upon what you have heard, answer the 3 W's.....

**What did you hear?**

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**So What? How does this influence your work?**

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**Now....what needs to be done to prepare for the future and how the vision, values and professional practice model guides that work?**

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**STATE OF MIND**

THANK GOD I WENT TO WORK TODAY!

Respected

Listened

Prepare to lead

lend a hand to one another Where life meets

support.

Partnering to save lives

Only the best can say... I work at KAISER PERMANENTE. WE'RE SPECIALISTS

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Source: SCAL-Anaheim Medical Center Nurse Example: Infograph

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