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Project Description

We set out to create a new one-stop, all inclusive, New Member Onboarding (NMO) center with standardized protocols for new patient members of Kaiser Permanente to make a seamless experience for them and their new physician.

Problem Statement:

The seemingly complexity of joining our medical system, from both patient and physician perspective, during initial visits to our campus needed to be improved so that it aligns with the strategic priority of our Stay Around Campaign: ensuring efficient and high-quality preventive care.

Discovery:

- Interviews with over 30 of our physicians alluded to feeling stressed during a member's first visit due to the volume of data needed to be readily processed in a short amount of time during that initial visit.
- Discussion with our members (via Patient Advisory Counsel): five active patients participating in medical center discussions) revealed a feeling of dissatisfaction and confusion during their initial visit.
- The Stay Around campaign (Launched 2016) was a medical center wide initiative to promote standard quality initiatives through redesigning all exam rooms with a standard template and branding:



- This new NMO is considered as an exertion of Stay Around.

Goal:

Deliver an exceptional care experience for new members while simultaneously increasing our physicians professional fulfillment with a New Member Onboarding (NMO) center that provides personalized and high quality care at a member's initial visit to our medical center.

Outcome-oriented Objective:

- Perceived reduction of PCP administrative tasks by 50% during initial visits with patients.
- New Kaiser Permanente members will have statistically higher satisfaction scores during initial visits as indicated by an increase in our internal Member Patient Satisfaction [MPS] scores.
- Quality of care for preventative cancer screening will trend upward (meeting internal regional goals) as measured by our HEDIS rates.

Results

Stay Around New Member Onboarding (NMO) Center – Opened 2018:



Data

- At the time of this reporting, since center is relatively new, we only have results for a few variables: Total number, BP, Cancer Screening, etc.
- We do not yet have MPS or HEDIS data (as outlined in Objectives).

SOUTH SACRAMENTO MEDICAL CENTER New Member Onboarding Center January - June 2018			
# of Patients Onboarded			
Total Onboarded	271		
# of Encounters with BP Taken			
Blood Pressure at Goal	473	57.0%	
Blood Pressure Out of Goal	357		
Total Encounters	830		
Cancer Screening Goals for BP Encounters			
Breast Cancer Screening at Goal	195	92.4%	
Breast Cancer Screening out of Goal	16		
Total	211		
Cervical Cancer Screening at Goal	174	92.6%	
Cervical Cancer Screening out of Goal	14		
Total	188		
Colorectal Cancer Screening at Goal	283	84.5%	
Colorectal Cancer Screening out of Goal	52		
Total	335		
# Diabetic Retinal Screens			
Total Screened	1068		

Lessons Learned

- Scheduling new members into center has been the most challenging since our call center and KP.org only currently have capacity to book into doctor's appointments only, not the new NMO center.
- Getting concrete result data on member and physician satisfaction has been challenging, since much of it is perception.
- Hiring the right staff (NP, PharmD, MA) is integral to success – friendly, welcoming and engaging to new members.
- Launching the Stay Around NMO Center was a great achievement of team work (we needed to repurpose a new dedicated area, remodel it, and hire staff to run it).
- Feedback has been extremely positive from both members and physicians.

Next Steps:

- Collaboration with the call-center to re-write booking guidelines that allow new members to be routed into this type of NMO appointment prior to their first doctor's appointment.
- Incorporate new members of GYN/OB departments to go through NMO. Many times, these patients see GYN/OB before they meet their primary care physician.
- Taking NMO on the road to our employer groups to on-board new members onsite at their place of work.

Mission Model Canvas

Key Partners Everyone is responsible for quality of care delivered: <ul style="list-style-type: none"> • Chief of Primary Care Medicine. • Nursing Director of Primary Care Medicine. • Medical Group Administrator. • Assistant Medical Group Administrator. • Assistant Physician in Chief of Quality (me). • Physician in Chief (Chief of Staff); ultimately responsible for entire medical center & quality. 	Key Activities <ul style="list-style-type: none"> • Space approval. • Construction timeline. • Support and training for staff. • Order sets based on evidence based practice for gender/age. 	Value Propositions <ul style="list-style-type: none"> • Primary care physicians: Reduce time of administrative tasks and increase time available to new patients by 50%. • New KP members will have one-stop, all-inclusive center for inputting EMR (by non-physician): *Health history / Haiku photos *Preventive cancer screening *Medication reconciliation *Medication ordering *Activation of KP.org & App *Immunizations *Life care planning forms 	Buy-in & Support <ul style="list-style-type: none"> • PCP's are in dire need of more efficiency to their work days. • New KP members will look back and appreciate their onboarding experience that is concise and complete. 	Beneficiaries <ul style="list-style-type: none"> • Primary care physicians (PCP) who want much more efficient and productive high quality visits with new KP members. • New KP members who are overwhelmed with healthcare coordination and using the 'Kaiser system'. • Existing KP members who have high BP – this center will also serve as a BP checks station and offload PCP offices.
Mission Budget/Cost <ul style="list-style-type: none"> • Total cost: \$564,657 • Construction (Initial): \$18,000 / Furniture: \$15,000 / Miscellaneous: \$2,400 • Staffing (Annual): \$529,257 [CR: \$55,686 / MA: \$55,216 / LVN: \$81,865 / NP: \$174,978 / Pharm D: \$161,512] 		Mission Achievement/Impact Factors <ul style="list-style-type: none"> • Patient satisfaction: scores for both new and existing members will increase. • Space: the new center will lessen current impact on exam room utilization and wait times. • Quality revenue: Each year KP SSC loses 3million dollars in regional allocation from our regional offices due to missed opportunity in preventive screening. 		