Better Patient Care is the Outcome: Equity, Inclusion, and Diversity at Kaiser Permanente

Ronald Copeland, MD, FACS
SVP, National Equity, Inclusion, and Diversity Strategy and Policy
Chief Equity, Inclusion, and Diversity Officer
Kaiser Foundation Health Plan and Hospitals
Learning Objectives

1. Describe Kaiser Permanente’s approach, as an integrated health system, to addressing health and health equity at a population level.

2. Discuss how Kaiser Permanente’s GME Programs can demonstrate the value of integrating knowledge, cultural responsiveness, and health equity improvement methods into the learning experience.

3. A call to action.
Dr. Copeland: My Story

Everyone has a story...
Kaiser Permanente: Our Mission

Our Mission

To provide high-quality, affordable health care services and to improve the health of our members and the communities we serve.
We believe that life, liberty, and the pursuit of happiness require total health — and that includes equal access to high-quality health care for all.

We believe that total health is more than freedom from physical affliction — it’s about mind, body, and spirit.

We believe that health care must be affordable for all — because thriving individuals, families, and communities require that.

We believe in a healthy and engaged life — with good beginnings and dignified endings.
The Nation’s Largest Integrated Health System:
Care and Coverage

- 22K + physicians deliver high-quality care to Kaiser Permanente members
- 12.2M people get care + coverage from Kaiser Permanente
- $72.7B revenue

- 217K + employees improving the health of people + communities
- 42 Hospitals*
  + 690 medical offices
  + 32 retail/employer clinics
- 58K + nurses are at the center of our care

* 36 owned | 13 leased

© 2019 Kaiser Foundation Health Plan, Inc.
Touching the Lives of Millions

- No. 1 for heart health in every place we provide care
- Care for over 300K cancer patients
- Our 2025 SUSTAINABLE food goal
- 1M mammograms
- 77M virtual encounters (59%)
- 1.4M visits to Food for Health, cur recipe blog
- Carbon NEUTRAL by 2020
- Leading the fight against climate change
- $2B Supplier diversity spending
- 116K births
- 90M Prescriptions filled
- 23,500 hip surgeries
- 2,687 Same day hip surgeries
- $2.8B Community Benefit
- 129K Inpatient surgeries
National Equity, Inclusion, and Diversity Vision and Mission

**EID Vision**
Equity and Inclusion for All

**EID Mission**
To enable superior performance outcomes by driving the integration of diversity and inclusion practices and excellence into every aspect of our business.
“Our mission calls us to share what we have learned with the world at large and to encourage others to adopt the proven approaches that deliver on the vision of better health for everyone.”

Bernard J. Tyson
Chairman and CEO, Kaiser Foundation Health Plan and Hospitals
A Journey of Continuous Learning

Phase 1
Social Justice

1940s - 1980s

- Takes stand against segregation, offers desegregated patient care
- First in California to hire women, people of color in health care leadership positions
A Journey of Continuous Learning

Phase 2
Cultural Competence

1990s

- Provider’s Handbooks on Culturally Competent Care
- Diversity Health Videos
- Centers of Excellence
“Every life has a unique story to tell and every story has an empowering lesson to teach. If we are humble enough to listen, we will hear the story, learn the lesson, and be better positioned to make a more meaningful difference in the lives of those we are all so privileged to serve.”

— Ronald L. Copeland, MD, FACS
Phase 3
Health Care Disparities

2000s

- Institute of Medicine’s report “Unequal Treatment”
- HealthConnect: largest civilian electronic health record in the world

A Journey of Continuous Learning
Improving African American Hypertension Control

[Graph showing trends over different quarters and years, with categories including All Members, Black or African American, Asian or Pacific Islander, Hispanic or Latino, White, and HEDIS Natl 90th Pctile.]
Recognized Results

“…Disparities in control of blood pressure, cholesterol, and glucose for blacks in Medicare…were eliminated [by Kaiser Permanente] in 2011.”

A Journey of Continuous Learning

Phase 4
Total Health, Health Equity

Today

- Focus on total health, community health, and social determinants of health
- Targeted community impact
KP’s Commitment to Excellence and High Performance

20 KP hospitals listed among the nation’s elite in annual Best Hospitals ranking

16 KP facilities honored in 2014 as Top Performer for Quality and Safety

Leads with most No. 1s in Effectiveness of Care Measures (35) for commercial and Medicare plans

2013 Language Access Corporate Leadership Award

Top 10 nine straight years, added to Hall of Fame 2018

For the past 9 years, 38 KP hospitals received this honor

Members in 5 regions rated KP’s health plans highest in satisfaction in 2015 J.D. Power Member Health Plan Study

KP’s California health plans received the top rating – 4 stars – for quality and service 2 years in a row

2017 Equity of Care Award winner

2014 LGBTO Healthcare Equality Leader

© 2019 Kaiser Foundation Health Plan, Inc.
## Value of GME to a Learning Organization

### Community
- Improves overall level of performance
- Promotes ethical medicine
- Refreshes the physician workforce
- Elevates allied health professionals
- Drives out unjustified variation
- Creates research projects that improve systems of care

### Organization
- Enhances reputation and brand
- Fosters community involvement
- May have monetary benefits
- Engages physician faculty, attracts high performers
- Refreshes knowledge of current medical evidence
- Develops future pipeline (KP retains 50% of residents for full-time work)
The Path of a Medical Career

Youth Pipeline

Pre-Med

Medical School

Residency

Fellowship

Continuing Education

Physician Leadership
Kaiser Permanente ACGME Accredited Programs

Orange stars below indicate ACGME accredited programs; purple stars indicate affiliation programs

Northwest: Washington and Oregon

California: Northern and Southern

Hawaii

Mid-Atlantic States

Georgia
Kaiser Permanente GME Fast Facts: NCAL

• First program: Internal Medicine, 1946
• NCAL has 26 ACGME-accredited residency and fellowship programs (14 residency, 12 fellowship)
• We have 272 resident and 22 fellow FTEs
• New fellowship programs (July 2019): Gastroenterology and Hematology/Oncology (San Francisco); programs in development: HIV, Nephrology and Pulmonary/Critical Care Medicine (Oakland)
• In 2018, we trained 1,400 unique residents and fellows, totaling ~1700 and also trained 700 medical students
• Each year, several residents and Community Medicine fellows take Global Health trips abroad to 9 sanctioned sites
Kaiser Permanente GME Fast Facts: SCAL

• First program: Ob/Gyn, 1955
• SCAL has 34 ACGME-accredited residency and fellowship programs (19 residency, 15 fellowship)
• We have ~425 full-time KP trainees, including 7 Community Medicine fellows at 4 sites
• There are ~1,100 external medical students from other medical schools and each year, ~1,000 residents and fellows rotate with us from other program sponsors
• Each year, 2 resident FTEs are sent to LA County-USC to cover trauma and critical care and 10 residents receive Global Health scholarships for mission trips abroad
Health Equity and Disparities Track

- Kaiser Permanente created a Health Equity and Disparities track within the Internal Medicine-Oakland Residency Program
- Located in a diverse community with vast socio-economic differences and health disparities
- Advocacy, research, and direct community involvement provides trainees a better understanding of public health, social determinants of health, and disparities
- Started June 2017
- Primary Care track with 2 residents per year; 6 residents at full build out
- ~40% of time spent in Community sites over 3 years
ACGME Quality Improvement in Health Care Disparities: Ob/Gyn Expansion Project

- In November 2018, Kaiser Permanente was one of nine institutions selected to participate in the ACGME Quality Improvement in Health Care Disparities Collaborative as part of ACGME’s Pursuing Excellence in Clinical Learning Environments Initiative.

- Our project: In February, Kaiser Permanente Northern California expanded our Ob/Gyn program by 2 residents at Highland Hospital in Oakland, full-time; we will add an additional 2 residents per year, adding 8 residents at total expansion.

- All residents will receive Quality Improvement education and undertake health disparities projects that span both settings, such as low breastfeeding rates of unrepresented minorities.
Kaiser Permanente GME Contacts

**Health Equity and Disparities Track:**
*Nailah Thompson, DO MPH*
Director, Internal Medicine Residency Health Equity and Disparities Track
Kaiser Permanente Oakland
Nailah.A.Thompson@kp.org
510-752-6530

**Ob/Gyn Program:**
*Laura Minikel, MD, FACOG*
Program Director, Obstetrics and Gynecology Residency
Kaiser Permanente Oakland
Laura.l.minikel@kp.org
510-752-1932
KP School of Medicine—a medical school:

- focused on health and not just disease, prevention and not just treatment, and advocacy for patients’ well-being—in their homes, schools, workplaces, and communities.

- informed by the ground-breaking technology and practices of Kaiser Permanente’s integrated health care system—one of the highest-performing health care organizations in the world.

- graduating doctors who will reflect the diversity of 21st-century America, and who will be catalysts for change in every field of medicine, wherever they make their careers.
Moving the Dial

**Curriculum**
- Redefine the essentials of physician education
- Leverage technology to facilitate learning in the context of patient care

**Educational integration**
- Seamlessly weave classroom, clinical, and community experiences to optimize learning

**Well-being and resilience**
- Create an educational environment that supports student well-being and resilience

**Equity, inclusion, and Diversity**
- Prepare medical students to advance population health and equity
- Increase diversity and promote inclusion in the physician workforce

© 2019 Kaiser Foundation Health Plan, Inc.
Diverse Leadership
"Of all the forms of inequality, injustice in health care is the most shocking and inhumane."

—Dr. Martin Luther King Jr., 1966