

Creating a Culture of Continuous Improvement, Patient Focus, and Commitment to Excellence

Institute of Medicine Evidence
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**Cultures create a context
for organizational
functioning.**

**Cultures are, at their core,
paradigms --
belief systems.**

Cultures tell us in any given setting what we should do, what we should not do, and why we should do or don't do what we do -- “what” “should” and “why” anchor cultures.

Like all paradigms, cultures are anchored by their core beliefs. To create or change a culture, you need to address the core beliefs.

**Cultures need to be designed
with clear goals for what you
want the culture to do.**

**To install a culture, you
need to both enforce and
reinforce it.**

Cultural Steps

- **1) Delineation**
- **2) Articulation**
- **3) Codification**
- **4) Explanation**
- **5) Enforcement**
- **6) Reinforcement**
- **7) Celebration**
- **8) Iconization**
- **9) Personification**
- **10) Rejuvenation**

**Cultures, when well rooted,
perpetrate and
enforce and reinforce
themselves.**

**Begin by both knowing
what the current culture is
and what you want the new
culture to be.**

**Uprooting old paradigms
requires uprooting their core
beliefs and explicitly replacing
them with new core beliefs.**

**The old core beliefs can
cripple the new ones if you
leave them in place.**

It is often useful to delineate, explicate, and show respect for the old paradigm -- explaining why it worked when it was the driving thought factor.

KP Culture Points

- **Data-Based Culture**
- **Culture of Excellence**
- **Culture of Collaboration**
- **Culture of Continuous Improvement**
- **Culture of Service**
- **Teaching Culture**
- **Culture of Trust**
- **Patient Focus at the Core**

Our Value Compass: Negotiated Explicitly Into the Labor Management Partnership Agreement



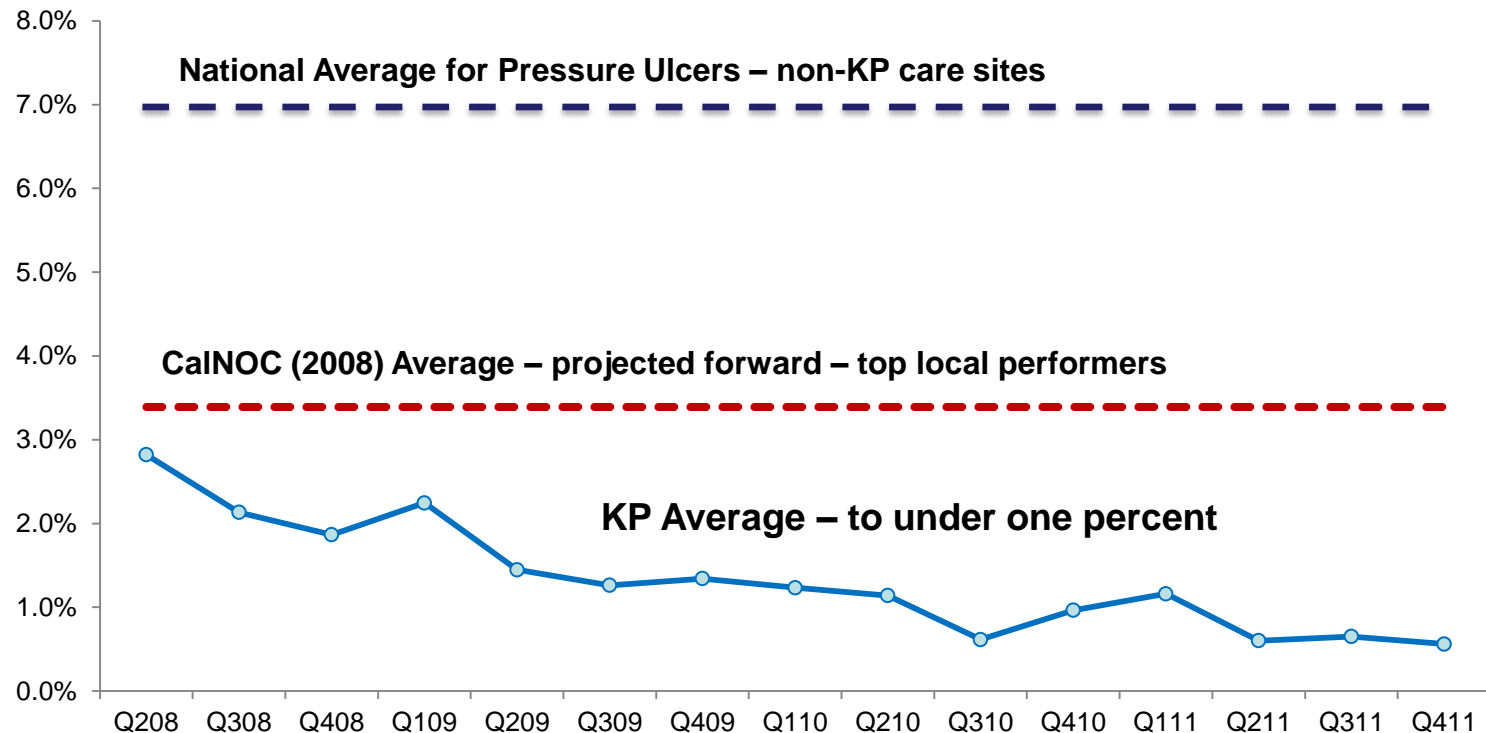
Big Q

220 electronically available monthly quality and service measures on site-specific performance -- shared with the Board Quality Committee and with leadership teams at each site.

Research is also part of the culture, with the number of research papers growing from 300 per year to more than 1,200 per year over ten years

**The culture of excellence
results in solid
performance, with
number one ratings for
Medicare, J.D. Power &
Associates, Satmetrix
Consumer Survey, and
29 top HEDIS scores**

Hospital-Acquired Pressure Ulcers (HAPU) Stage 2 Plus



CalNOC consists of a coalition of California hospitals who are working together on patient safety issues.

Several Kaiser Permanente hospitals have not had one single pressure ulcer in over a year.

**It took continuous improvement,
data-based decision making,
patient focus, and a commitment
to excellence as a culture to get
to zero pressure ulcers.**

Be well.