

Sent: Monday, March 11, 2019 11:40 AM

Subject: Vital Signs: New peer review committees help improve safety & service



Vital Signs with Steve

What matters most.

PERMANENTE MEDICINE
Washington Permanente Medical Group

Dear colleagues,

Patient experience is the sum of everything we do. We know our patients rely on us for excellent quality and safety, and that this is the goal of every clinician in our medical group. We know that to be the best place to give and receive care in our state, this is paramount.

Patient Safety: Peer Review

As part of our commitment to patient experience, we have a new peer review process to enhance how we evaluate our individual professional performance. New peer review committees, comprised of colleagues within our medical group, will identify needed improvements for quality and safety, fairly and objectively, in a well-defined process, as well as where we get it right so we can share broadly and learn from each other. This aligns us with KP National best practices, which also provides a system of checks and balances.

A well-rounded, representative group from each of our districts is essential to make sure we surface and address clinical quality concerns. Each department within our medical group—at minimum one person from each department in each district—should be represented on these committees. If you're invited to participate by your department chief, please say yes.



You'll hear more about [patient safety](#) this year from the WPMG Safety Committee, as we work toward continuous improvement and a harm-free 2019. It's up to each of us to continually get better

and ensure our patients are at the center of all we do. Thanks to **Adrienne Wesol, MD**, and her team for all her work to make this happen.

Putting Patients First

In our current market, our patients have more choice for health care than ever before, and perception is experience. An excerpt from a recent *New England Journal of Medicine* about customer satisfaction caught my attention (see sidebar as well as linked story).

"I suspect that most physicians, like me, balk at comparisons with clerks and retail workers. We have loftier goals than patient satisfaction, the attainment of which is not equivalent to achieving high quality in medicine. ... On the other hand, we must recognize that the physician-patient interaction is in certain respects a consumer interface ... Trust, open communication, and a high level of comfort with one's doctor are associated with objective measures of quality and improved outcomes and are outgrowths of genuine respect and a patient-centered focus."

- [Lessons from an Angry Patient](#), Emmet Hirsch, MD, *The New England Journal of Medicine*, August 16, 2018

We're in this together

We have a shared purpose and values that run deep, and together we're creating a new patient-centered culture. There's an unmistakable connection between work satisfaction and patient satisfaction--being in service to others is immensely gratifying.

Most of us chose our profession because we care about making a difference in the lives of our patients, and we chose our medical group because we believe Permanente Medicine is aligned with our *why*. It's what brought me to medicine, and ultimately here.

Thank you for all you do.

With appreciation,



Patient Safety Week is March 10 - 16. Find more information on the Patient Safety [web page](#) on Connection.

Field Notes: From the KPWA Learning Health System Program



KPWHRI researchers gathered with care delivery partners to share learnings and present their collaborative work at the December 2018 LHS Program All Hands Luncheon.

2018 highlights: Last year was busy and rewarding for our Learning Health System Program (LHS). Established in June, 2017, the LHS is a formal collaboration that connects our health system, medical group, and [Kaiser Permanente Washington Health Research Institute](#) to drive continuous learning. The program leverages our scientific capabilities and facilitates research / care delivery partnerships—helping us work together to find new and better ways to improve our members' health and ensure KPWA is the best place in our region to give and receive health care.

In 2018, more than 30 researchers from across KPWHRI collaborated with partners in our care delivery system on dozens of projects and initiatives. Here are just a few highlights of what we accomplished together:

- Supported implementation of the new [community resource specialist \(CRS\) role in primary care](#).
- Brought foundational evidence to the creation of our newest clinics.
- Reversed a [harmful gestational diabetes guideline](#).
- Assessed a promising pain initiative, leading to its doubling in capacity.
- Developed a predictive analytics framework to identify members at risk of suicide, hospitalization, and appointment no shows.
- And many other partnerships that are helping make a difference for our members. Read the latest [here](#).

Thriving Signs

Cross-function leads to success with repatriation: In 2018, we increased repatriation with 1,971 members successfully transferred compared to 1,530 in 2017 for a 30% increase.

How? **David Rankey**, MD, Medical Director, Care Management, Urgent Care, notes, "Instead of jumping to assumptions or solutions, a cross functional team made up of clinical experts, operations program management, and content experts did a **deep dive into understanding the issue** beyond the data. Over the year, we gained clear direction—clarifying facility costs, better defining the scope of achievable outcomes, and reprioritizing our partnership with our care delivery network. The result, in large part due to improving relationships with our rounded hospital partners, is a dramatic improvement in our ability to care for our patients in a contracted hospital. We also have new software to identify our patients in real time who receive treatment at outside emergency departments. This will help us continue our repatriation efforts in 2019 and ensure continued success."

Great work by the Emergency Patient Resources and Options (EPRO) team.

FYI

- **Patient Safety Week is March 10 – 16. Find more information on the Patient Safety [web page](#) on Connection.** – Referrals to peer review can be made anonymously using the Unusual Occurrence/DATIX system via Connection or EPIC.
- **Spring Business Meetings**
 - Kitsap, Best Western Plus Silverdale Beach Hotel, April 11
 - Tahoma, Tacoma Convention Center, April 16
 - Snohomish, Embassy Suites Seattle North Lynnwood, April 18
 - East King, Meydenbauer Convention Center, April 23
 - South King, Hotel Interurban, April 25
 - Olympia, St. Martin University, April 30
 - Spokane, The Historic Davenport, May 2
 - Seattle, Bell Harbor Convention Center, May 7
- **HEAT Forum:** March 26, 5:30 – 7:30. KPWA Undoing Structural Racism—Where are we now? Contact ((name removed)) to RSVP or for more information.
- **The Latest:** There's a new e-news in your inboxes, The Latest from Susan and Steve. If you missed the first issue, you can find it [here](#). I encourage you to read it; watch for it every few weeks.
- **Dignified endings:** Dr. Matt Handley spoke at the 2018 National Quality Conference Life Care Planning Plenary in San Francisco. Watch [here](#) and learn about a patient whose end of life goal was to experience joy every day.



Dr. Handley speaking at the 2018 National Quality Conference

Connect

You're all vital to the success of our organization, so I invite you to stay connected. To learn more about WPMG news, programs and events, or find resources, go to [Vital Signs](#) or our [WPMG](#) Connection pages.