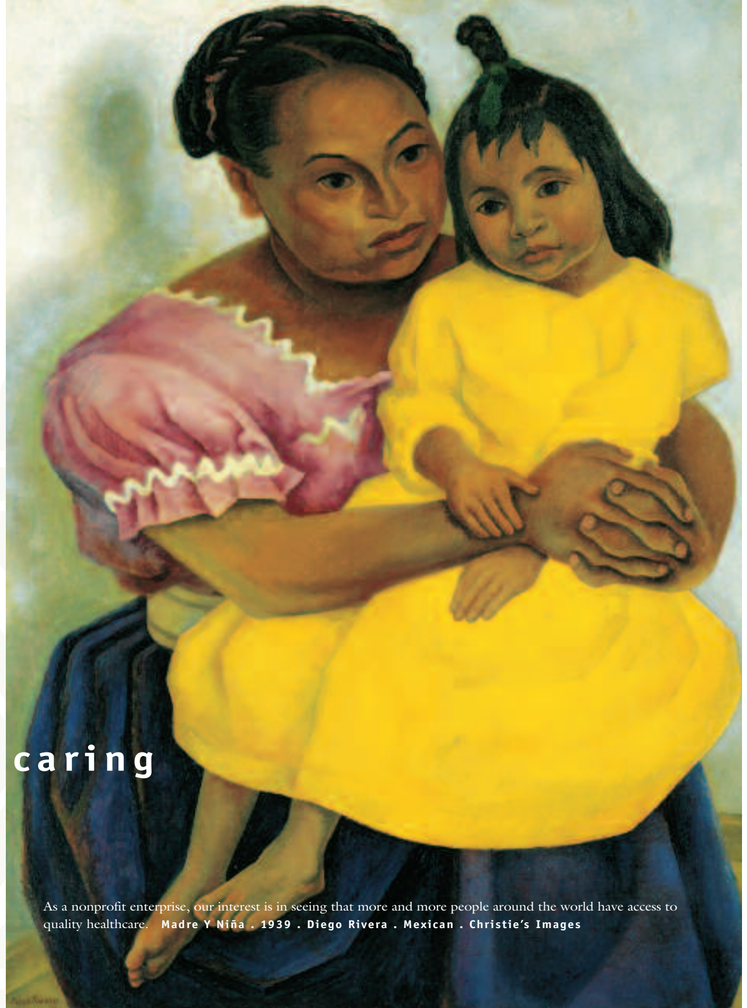
Kaiser Permanente International

Improving Health Around The World

KAISER PERMANENTE®

INTERNATIONAL

Healthcare is about **caring**



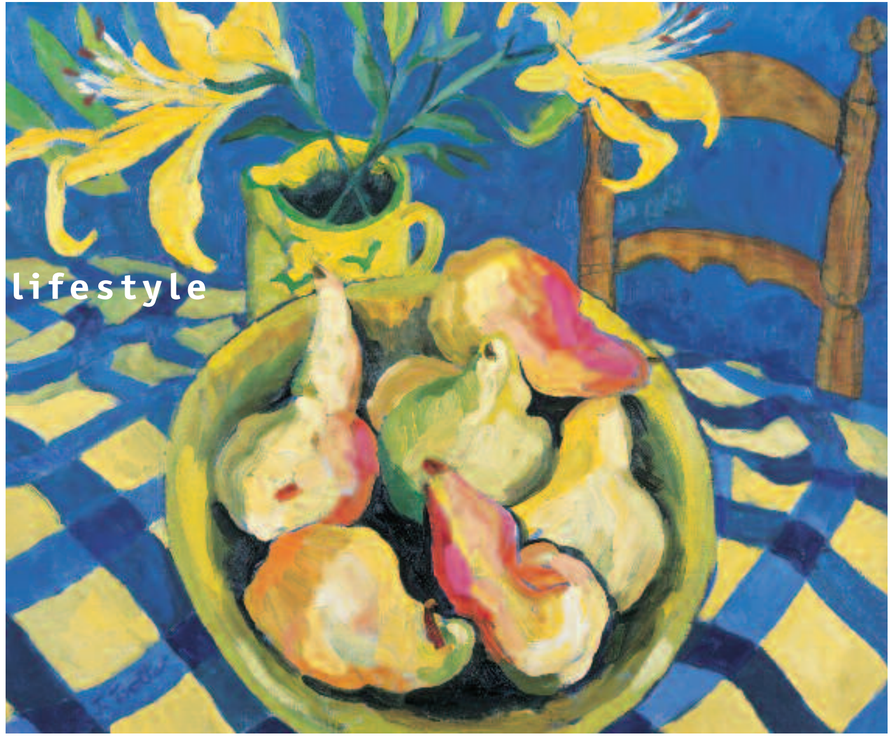
As a nonprofit enterprise, our interest is in seeing that more and more people around the world have access to quality healthcare. **Madre Y Niña . 1939 . Diego Rivera . Mexican . Christie's Images**

Kaiser Permanente Mission

To set the standard for high quality, affordable care . To improve the health of members and communities we serve . To discover and share innovative and effective ways to organize and deliver care . To train future physicians and healthcare professionals

Kaiser Permanente aspires to be the world leader in improving health through high quality, affordable, integrated healthcare. We will be distinguished by our strong social purpose, physician responsibility for clinical care, and an enduring partnership between our Health Plan and Medical Groups.

Healthcare is a **lifestyle**



Waiting until people become sick to administer care is neither caring nor cost-effective. Our methods educate and encourage people to take an active role in maintaining and improving their own health through lifestyle, prevention and early detection. **Pears . 1940 Josephine Trotter . British . Josephine Trotter/Superstock**

Kaiser Permanente International

Kaiser Permanente International (KPI) provides management and advisory services to organizations and governments throughout the world to design, create, and manage high quality, cost-effective medical, hospital, and related healthcare services. Our goal is to improve the health of populations, while increasing the effectiveness of healthcare worldwide.

We established KPI to bring Kaiser Permanente together with governments, corporations, and other institutions that are striving to implement, influence, or participate in meaningful international healthcare reform. As a nonprofit subsidiary of Kaiser Permanente, we are uniquely positioned to work directly with payers, providers, suppliers, investors, insurance companies, labor unions, and corporations in both fully industrialized and developing nations.

KPI has assembled an extensive network of Kaiser Permanente professionals to serve as members of our consultant pool. These consultants represent the full range of healthcare expertise, from facility design and construction to healthcare financing and delivery. Our expert staff works directly with clients to resolve some of today's toughest healthcare challenges:

Measuring outcomes to identify effective treatments

Developing state of the art clinical protocols

Aligning incentives so that all care providers strive for the same results

Integrating breakthrough technology in a responsible manner

Treating patients in the most appropriate care setting

Managing lifelong treatment for the chronically ill

Improving access to high quality healthcare

Making quality healthcare affordable to large populations

Educating people and encouraging them to take an active role in their own health

KPI's consultants have extensive hands-on experience implementing solutions that reduce waste, eliminate repetition, and simplify the entire healthcare delivery process without sacrificing quality or compassion. When working with our clients and partners, KPI professionals do not merely report the latest theories, they speak from experience.

A Half-Century of Learning

Kaiser Permanente began as a small industrial health organization serving construction, shipyard, and steel mill workers during the late 1930's. Today, it has grown into the largest integrated healthcare organization in the world.

But the path to success was not easy. Kaiser Permanente's approach to healthcare was unusual for its day. Instead of paying for services as they were used, Kaiser Permanente members (or their employers) paid a flat monthly fee and received all the care they needed for that modest amount. What's more, Kaiser Permanente was not satisfied with simply treating illnesses and injuries as they occurred —the goal was to keep members healthy. This required a unique partnership. In an unparalleled move, Kaiser Permanente assembled all the elements necessary to provide affordable, high quality medical care on a broad scale:

Hospitals ■ Clinics ■ Physicians ■ Administration ■ Financing

Today, more than twenty percent of Americans receive healthcare through prepaid Health Maintenance Organizations of which Kaiser Permanente is one of the largest. Kaiser Permanente's 10,000 physicians and 90,000 employees care for nearly 10 million Americans. One hundred thousand times each day, a Kaiser Permanente member walks into one of our 300 facilities to receive the finest health services available. Kaiser Permanente has shown the world how medicine and management can work together to:

Increase efficiency through careful and appropriate cost control

Improve health through prevention and education

Advance clinical outcomes through rigorous and disciplined measurement

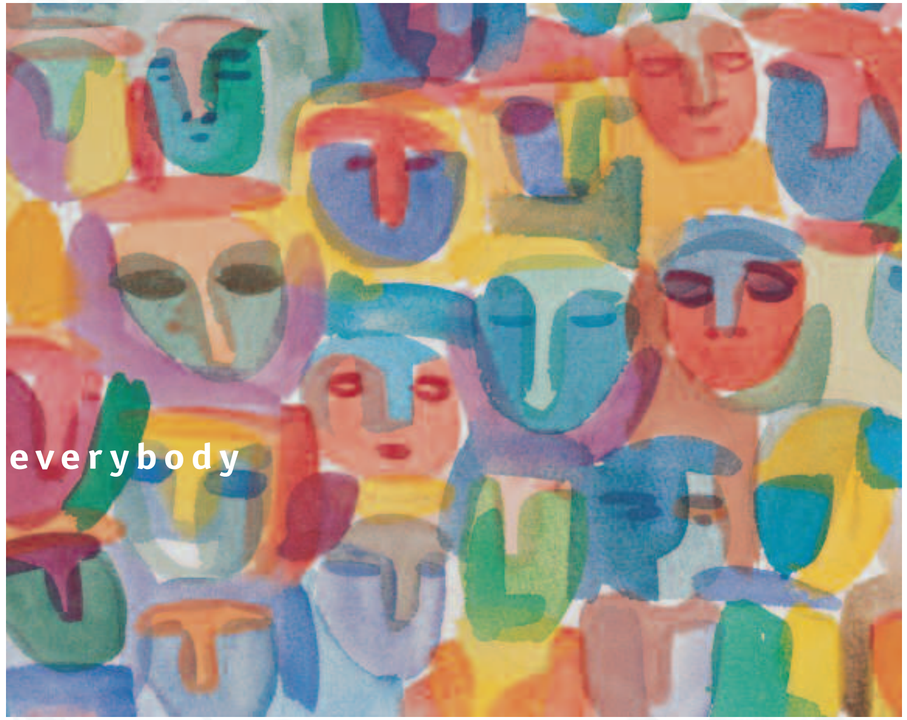
Improve access through universal coverage, shorter waiting times, and appropriate care settings

As the world's largest, most cost-effective non-governmental healthcare delivery system, Kaiser Permanente has developed a wealth of information and approaches that really work. No other healthcare organization can match our collective experience, people, and facilities. As a result, Kaiser Permanente is the standard by which healthcare in America is measured. Now, through Kaiser Permanente International, we have the means to share this knowledge with the world.

Healthcare requires a plan

Our interest is in creating sustainable, effective healthcare systems. Fifty years of experience coupled with a tradition of market-leading innovations, gives us knowledge of the latest techniques and the wisdom to use them effectively.
Woman Writing . In the Period of Chah Abbas I . Islamic . Superstock

Healthcare is for **everybody**



For healthcare to be effective it must reach as many people as possible. We understand how to offer high quality, cost-effective care to large populations. **The Crowd . 1940 . Diana Ong . Chinese/USA . Private Collection, Diana Ong/Superstock**

Integrated Healthcare

On a Global Scale

Traditional fee-for-service healthcare pits every part of the system against every other part of the system in a tangled web of rivalry and competition. Physicians compete against physicians for patients; hospitals compete against hospitals for physicians; alternative care providers (clinics, home health, etc.) compete with hospitals to provide the care; and everybody hopes there are plenty of sick people around to fuel the system. Every group tries to maximize its own profit, driving up costs.

At the other end of the spectrum, and equally problematic, are publicly owned and operated government systems. Such systems are often fragmented, with little or no integration between hospitals, clinics, physicians, and other health professionals. This results in confusion, inefficiency, and poor quality.

Kaiser Permanente's approach is very different. Our physicians accept fixed payments in advance for each patient, and agree to provide all required care for this modest amount. This capping of fees encourages physicians to be efficient and cost-conscious. What's more, nonprofit partnerships between physicians, hospitals, clinics, and other health professionals propel every part of the system toward increased efficiency. Here are a few examples of how this works:

Physicians prosper by keeping patients healthy so they require less expensive care.

Hospitals are driven to control costs because they are cost centers, not revenue centers.

Quality is maintained because mistakes are expensive.

Chronic diseases are carefully monitored and managed to avoid costly episodes.

Innovations are encouraged because they lead to more efficient and effective care.

Treatments are carefully monitored to assure their effectiveness.

Patients are encouraged to assume responsibility for their own health and medical care.

Care is provided in the least costly and most effective setting.

Patient medical records are constantly updated and easily accessible to every part of the system simultaneously.

The number and type of healthcare providers are kept in careful balance to avoid a surplus or a shortage of costly talent.

Primary care physicians are encouraged to provide as much care as possible rather than refer patients to costly specialists.

All these things and more make Kaiser Permanente's integrated care model unique in the healthcare world. And because our members number nearly 10 million, we understand how to provide large-scale healthcare that is tailored to the needs of the local community. This represents tremendous added value for our clients. International organizations and government agencies striving to improve their healthcare systems by offering high quality, cost-effective care to patients and populations can benefit from our experience and expertise.

What Makes KPI Unique?

KPI is very different from traditional management consulting firms. More than mere advisors, we help implement meaningful healthcare reform in fully industrialized and developing nations. We seek long-term partnerships and alliances that go beyond near-term change. We are just as committed as you are to successful healthcare reform. We strive for the same objectives you do, so, in a sense, we are already your partner.

Not-For-Profit Status and Social Commitment

As a not-for-profit enterprise, we are committed to improving world health, not our own bottom line. Our methods combine the pragmatism of business management with an enlightened sense of social responsibility. Although we approach problem-solving in a rigorous and business-like manner, we believe strongly in Kaiser Permanente's mission and values.

Proven Methodology

We bring to our engagements a proven methodology for improving health, service, and quality. It is an approach with a long history of generating outstanding results for large populations in a highly cost-effective manner. With this as our foundation, we build unique, practical, effective solutions that meet our clients' specific needs.

Hands-On Experience

The 50 years we have spent owning and operating every kind of healthcare facility gives us a unique perspective. We know firsthand what works and what does not work. Through our experience we have become highly specialized and effective experts, able to help our clients avoid costly mistakes and move directly to proven solutions. In addition, we are prepared to move in and actually operate healthcare facilities when the need arises.

Partnerships for Success

More than simply a management advisory and services firm, KPI forms partnerships with leading international health organizations. Such partnerships may involve joint ventures and/or targeted investment. This approach gives us a stake in our partners' successes and assures that our interests and goals are completely aligned.

Unsurpassed Resources

No consulting firm or healthcare organization has Kaiser Permanente's range and scope of resources. With 28 medical centers, nearly 7,500 licensed hospital beds, 300 outpatient locations, and the full spectrum of medical, surgical, laboratory, pharmaceutical, home health, and related support services and systems, our clients can go directly to the source for real answers to pressing questions. As a KPI client, you receive access to information and technology that is available nowhere else.

Unequaled Staff

KPI's consulting staff is comprised largely of internationally renowned physicians, researchers, technologists, and strategists. Teams are carefully assembled to reflect the diverse skills required to solve complex problems in a culturally sensitive manner.

Healthcare is being **aware**

KPI conducts extensive research and thoroughly prepares for every engagement and partnership. Such preparation, coupled with a respect for cultural differences and an awareness of local methods, assures that the healthcare programs we develop really work.

Blauer Mund . 1917 . Alexej Von Jawlensky . Russian . Christie's Images

Our Resources

Kaiser Permanente International draws on the resources of Kaiser Permanente's 100,000-person workforce, which includes 10,000 physicians. From this vast talent pool, we assemble relationship teams who stand ready to serve our partners and clients anywhere in the world.

Core Staff

These individuals are fully dedicated to developing and overseeing the delivery of Kaiser Permanente International's management and advisory services worldwide.

"Pool" Consultants

Kaiser Permanente International "pool" consultants are fully dedicated to their U.S.-based operating unit, but are available to participate in assignments as they arise. They are comprised of leading physicians, managers, researchers, technologists, and strategists. These people possess a wide array of skills, including healthcare delivery funding, outcomes measurement, hospital construction, preventive program development, and hospital management, and are ready to share their practical skills with KPI clients.

Strategic Affiliates

In addition to our own staff, we have also entered into strategic affiliations with organizations throughout the world. These affiliates dramatically enhance both our capability and reach on specific assignments. Many of our affiliates are local to the countries in which we operate. Strategic affiliates have been selected for their outstanding expertise, specific knowledge about world health issues, and talented staff.

Healthcare demands **quality**

Quality is more than a goal — it is a never-ending process. At KPI, we design the highest quality healthcare systems, then seek to improve them in an on-going sequence of refinement. **Fang Mask for the Ngontang Society . African Christie's, London/Superstock**

Our Approach

Kaiser Permanente International serves a large number of premier international healthcare organizations with whom we typically form strong, long-lasting bonds. Over time, our clients and partners rely on us not only for knowledgeable service, but also for our commitment to their success. We strive to transfer our expertise to our clients, carefully assembling teams of talented individuals who are driven to achieve success.

Dedication, Commitment, and Preparation

Our staff is carefully screened to assure they clearly understand the nature and scope of the assignment and are prepared to make the necessary commitment. They then undergo extensive training to prepare them for the diverse array of people and health reform issues they will encounter.

Carefully Selected Teams with Specific Expertise

Regardless of the magnitude of the issue or complexity of the need, we are ready to assemble the optimal mix of qualified talent from hundreds of trained staff who are eager to offer their expertise. Our project managers oversee project teams to assure that they are coordinated and delivering the necessary outcomes efficiently and effectively.

Language Proficiency

Although most of our assignments are conducted in English, our staff undergoes extensive language training prior to commencing certain assignments. The decision to undertake such training is usually made jointly by KPI and our clients. This training can either be conducted in the U.S. or on-site in the host nation. In addition, we have a number of multilingual consultants on staff.

Healthcare is **local**

At KPI, we understand that effective healthcare design depends on an appreciation of each unique local environment. That is why we seek local partners wherever we go. **Village Festival . Inatace Alphonse . Haitian . Private Collection/Superstock**

Our Approach

Residency

Relationship teams frequently take up residency in the nations in which projects are conducted. Team members are prepared to remain on-site for the duration of the assignment on all but the most protracted projects. We feel this degree of commitment is essential to demonstrate our willingness to experience firsthand the environment in which solutions will be implemented.

Cultural Awareness

Since our assignments take us to all parts of the world, we understand the importance of sensitivity to and awareness of local methods and approaches. Prior to beginning an assignment, our staff is thoroughly briefed on proper protocol and is trained to act in accordance with local customs.

Client Self-Sufficiency

Unlike traditional consulting firms that profit when clients continue to require their services, KPI strives to make our clients self-sufficient. As a not-for-profit enterprise, our interest is in creating and sustaining effective healthcare systems, not generating a continuous stream of consulting revenue. Therefore, our consulting engagements feature extensive education designed to transfer our knowledge and experience to our clients.

Selected Capabilities

Healthcare Delivery Health Education and Promotion . Clinical Outcomes and Quality Improvement . Professional Competency Development . Pharmaceutical Management . Clinical Information Systems

Operations Support Facility Design and Construction . Contract Management . Environmental Health and Safety . Sourcing and Purchasing . Human Resources Management . Management Information Systems

Business Planning For Integrated Care Delivery Models for Integrated Healthcare . Policy Review and Development . Physician Network Development . Strategy and Market Planning . Technology Development and Implementation . Healthcare Financing . Re-Insurance . Strategic Alliances with Community Partners . Partnerships for Humanitarian Aid

Front Cover Art

Les Trois Huttes Tahiti . Paul Gauguin . 1848-1903 . French . Christie's Images

Marble Head of a Young Man . 2nd Century A.D. . Christie's, London/Superstock

Tanzgruppe Mary Wigman, Recto . Ernst Ludwig Kirchner . 1880-1938 . German Christie's, London/ Superstock

Additional Art

Painted Bowl Standing on Feet in the Form of Eagles' Heads . Aztec . Mexican Werner Forman/Art Resource, NY

Floorspread . c.1700 . Moghul . Victoria & Albert Museum, London/Art Resource, NY

Vietnamese Charger, Opening Lotus Bud . 15th -16th Century . Vietnamese The Lowe Art Museum

Back Cover Art

Ekpe Secret Society Cloth . 20th Century . African . The Lowe Art Museum

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