

# Kaiser Permanente Vision for the Maui Region Hospitals

## **KAKOU: CARING FOR MAUI TOGETHER**

Kaiser Permanente provides health care to more than 245,000 people in the State of Hawaii, including more than 55,000 residents on the island of Maui. We have cared for the people of Hawaii for 58 years, and have served Maui for 47 years. We are committed to continuing to operate Maui Memorial Medical Center (MMMC) as an open, community hospital, and Kula Hospital & Clinic and Lanai Community Hospital as critical access hospitals, caring for all patients regardless of insurance. We will invest in the people, services, facilities, and technology that are essential to supporting care on Maui and Lanai. We aim to deliver a high-quality integrated care model supported by a culture of innovation and improvement. To achieve our goals, we plan to:

**Invest in the Maui Hospitals:** We seek to create a sustainable and financially healthy hospital system for the people of Maui and Lanai.

- Set the Maui Region hospital system on a path to self-sufficiency, including a plan to deliver \$260 million in savings to the State of Hawaii in the first 10 years.
- Plan to lower subsidy each year, culminating in targeted zero State subsidy by the 10th year.
- Provide a \$30 million revolving credit line to manage working capital and support cash flow.
- Provide capital investment of \$110 million through 2025, based on annual estimated need of \$11 million, jointly funded by the State (\$6 million/year) and Kaiser Foundation Hospital's local hospital management company (\$5 million/year).
- Provide an upfront investment of at least \$20 million in electronic medical records and facility IT infrastructure.

**Enable High-Quality Care/ Exceptional Service:** We will inspire confidence in care through collaboration, quality initiatives, and dedication to patient-centered values.

- Support Kula Hospital and Lanai Community Hospital for their unique community roles.
- Support an increase in access to primary care to achieve total community health.
- Invest in specialty and subspecialty care, through partnerships and recruitment, to provide 24/7 coverage for emergency care.
- Expand the continuum of care so that patients receive services at the appropriate level of care, in their own community, with their families and loved ones.
- Implement proven methodologies to address clinical, administrative, and socioeconomic barriers for inpatients ready for community or home care.
- Provide evidence-based care guided by physician-developed clinical pathways, powered by an advanced electronic medical record system and other technologies to be implemented.
- Initial focus on supporting, enhancing, or expanding orthopedics, women's and children's health, cardiac care, oncology, emergency and urgent care services, and behavioral health.

**Implement a People Strategy:** Our people are the key to achieving the highest-quality care and service, and we will provide training and development so they can be at their best.

- Offer employment to all current staff at the commencement of operations, for a period of at least 180 days, subject to customary hiring requirements.
- Provide competitive wages and benefits.
- Co-create an organizational culture that emphasizes compassionate patient and family-centered care, focused on quality, safety, service, continuous improvement, collaborative leadership, and multi-disciplinary health care teams.
- Involve staff and physicians in patient and family-centered problem solving.
- Work collaboratively to address issues of seniority, union representation, training and development.

**Provide Governance and Leadership:** We are committed to achieving the community's goals through a Maui-based Board with local representation and shared governance.

- KP Hawaii is led by Mary Ann Barnes, RN, MSN, President of Kaiser Foundation Hospitals (KFH) and Kaiser Foundation Health Plan (KFHP) Hawaii, and Chair of the National Hospital Executive Council; and Geoffrey Sewell, MD, FACP, President and Executive Medical Director of Hawaii Permanente Medical Group (HPMG), and Chair of the National Permanente Executive Committee.
- The Maui Region Hospitals will be managed by a local Hawaii nonprofit LLC wholly owned by Kaiser Foundation Hospitals.
- The hospitals will be governed by the local management company's nine person Board of Directors, consisting of at least five Maui residents. Five board members will be appointed by Kaiser Foundation Hospitals, including the Chair and CEO; three board members will be appointed from nominations made by the Maui Region Health System Board of Directors; and one independent Maui physician will be appointed from nominations made by the Maui Memorial Medical Center's Medical Executive Committee.