



Kaiser Permanente Boosts Revenue by \$800K with Turnkey Mobile Workforce Solution



"At Kaiser we have a Fraud, Waste, and Abuse program where we make it clear to employees that while they are on Kaiser Permanente time, they need to be doing Kaiser Permanente work. It was a challenge to monitor locations and times and verify self-reported activities of our home care workers before we started using our mobile workforce solution."

— Michelle S. Teeples



Kaiser Permanente is committed to helping shape the future of healthcare. They are recognized as one of America's leading healthcare providers and not-for-profit health plans. The Oregon and Southwest Washington division serves 606,511 members and supports the health of communities in the northwest region of Oregon and Southwest Washington, from Longview-Kelso, Washington to Eugene, Oregon.

Lack of Visibility and Verification of Employee Activities

Kaiser Permanente's Hospice, Palliative Care, Home Health, and Staffing Group managed more than 300 home care workers. The number of mobile workers in this large geographic area was an operational challenge. Managers could not readily determine where their employees were or how long appointments were taking. This made it challenging to manage staff performance. Scheduling was also difficult without visibility into length of appointments.

Kaiser Permanente reimburses mileage expenses for their home care employees who use their personal vehicles to drive to appointments. Employees had to manually fill out reimbursement forms and send to the office, which sometimes delayed repayment. And administrators had to validate the accuracy of the reported mileage.

Employees also self-reported their time worked. Timesheets were not always properly filled out, which added to payroll processing time. Meanwhile, managers did not have a straightforward way to verify time spent on the job.

With these challenges, Michelle Teeples, Department Administrator of Continuing Care Services, knew it was time to take a fresh look at how technology could help improve worker productivity, remain compliant with labor laws, and reduce operational expenses.



"The overtime data is a big win for us. We have had a 43% reduction in overtime expenses."

— Michelle S. Teeples

Mobile Workforce App for Home Health Workers

The good news was that the Hospice, Palliative Care, Home Health, and Staffing Group already had a mobile app and cloud-based administrative software solution. However, they were not leveraging it to address their challenges.

Michelle led the charge to relaunch the mobile app to the home care employees. She ensured management was taught how to use the software to report and effectively manage their teams. Kaiser Permanente also took an in-depth look at their operations, the labor environment, compliance requirements, and management needs. They identified the critical capabilities to implement using a phased approach that incorporated the following:

- **Mobile timesheets** that employees use to clock in and out and record breaks. Managers can confirm the data using reports that show time and location information.
- **Trips reimbursement** that gives employees the ability to quickly fill out odometer information in the app and send to the office. This information can also be validated with date, time, and location data.
- **GPS location services and reporting** that provides managers with visibility into their employee work activities and provides data to assist with employee productivity discussions.

Using well-planned changed management strategies, Michelle ensured managers, home care workers, and union labor partners were thoroughly trained on how to use the app effectively.

Results Speak for Themselves

With Michelle's well-laid plans, implementation paid off for Kaiser Permanente Oregon and Southwest Washington in four big ways.

1. **Increased revenue:** With improved visibility into the home healthcare worker activities, each employee increased their average daily patient visit from 3.1 to 3.38. This translates to \$67K for a single month or \$804K annually. Currently, the department is at 3.5 unweighted patient visits per day per provider, providing additional ROI.
2. **Increased employee policy compliance:** Accurate field data collection showed some employees were claiming they were on patient visits when they were actually at home or running errands.
3. **Reduction in overtime costs:** The improvements in productivity and the ability easily see information on the reports resulted in significant reduction in overtime costs.
4. **Risk mitigation:** Data and reporting help mitigate risk in everything from employee overtime compliance to insurance claims accuracy.

The ability to facilitate change management and effectively incorporate mobile workforce management technology from StreetSmart helped Kaiser Permanente improve home care operational efficiencies, increase revenue, and reduce non-compliance risk.