About Kaiser Permanente & Thoughts on Span of Control

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Kaiser Permanente is America’s largest not-for-profit health plan. Founded in 1945, it is a nonprofit, group practice program headquartered in Oakland, California. Kaiser Permanente serves 12 million members in eight states including Oregon, Washington, California, Colorado, Georgia, Virginia, Maryland, Hawaii, and the District of Columbia.


Nationwide, Kaiser Permanente has 209,000 employees and staff, and more than 21,000 physicians representing all specialties.

Our mission is to provide affordable, high-quality health care services to improve the health of our members and the communities we serve.
With diversity as its dominant characteristic, more than 71,000 Kaiser Permanente Southern California (KPSC) employees and staff, and nearly 7,300 Southern California Permanente Medical Group physicians provide health care services to 4.5 million members at the Southern California Region’s 15 medical centers and 230 medical offices.
Span of Control - Creating Space to Lead

**Current State Front Line Manager:**
Initiative Overload

- Time spent on putting out fires & non-value add activities: 25%
- Time spent leading: 75%

**Future State Front Line Manager:**
Prioritized & Manageable Initiatives

- Time spent addressing emergent issues: 25%
- Time spent leading: proactive & effective management of operations: 75%

**Today**
- Primary focus on staffing
- Not enough time to lead, be visible to staff
- Too much data, not actionable
- Inadequate decision making
- Effective rounding is inconsistent

**Tomorrow**
- Adequate planning and staffing
- Time prioritized for leadership & management duties
- Access to the right data at the right time
- Strong link between data, decisions, and ability to measure change
- Rounding for outcomes
Thank you.