

# OUTSTART



## Kaiser Permanente's eLearning Gives Managers a Jolt of Confidence

Kaiser Permanente is America's largest HMO. Established in 1945, the Oakland, California based non-profit serves the health needs of approximately 9 million members. Kaiser Permanente includes 32 hospitals, 416 medical office buildings and 13,729 physicians. The HMO's Northern California Region caters to approximately 3.2 million members. Each year, this Region taps more than 400 employees to become managers.

### THE CHALLENGE

"Learning in the workplace is about sharing knowledge that makes people better at what they do," said Bob Leydorf, elearning program manager for Kaiser Permanente's Northern California Region. "Our leadership asked us to create instruction that would give managers the essential knowledge and skills to successfully run departments and meet our members' needs."

To accomplish this, Kaiser Permanente's Northern California elearning team wanted one system that would create high-impact training and quickly package that learning so managers could tap into it through a variety of ways, including a computer, hand-held device, workbook or CD.

### THE SOLUTION

Paul Records, who was then the Senior Vice President for KP NCAL Human Resources before moving on to lead Kaiser Permanente Human Resources nationwide, felt a Learning Content Management System (LCMS), which develops, manages, maintains, and delivers learning, was the key to sharing knowledge better and faster. "Paul saw the value of putting an LCMS in place," said Leydorf. "Paul knew an LCMS would spur collaboration and give us a way to manage and reuse all the facts, know-how, stats, information and thousands of pieces of data that come together to build courses for learners."

Kaiser Permanente had previously done a rigorous enterprise-wide review of what were the best-of-breed LCMS on the market. We picked OutStart LCMS," added Leydorf. "It was one of the few LCMS scalable enough to serve an organization with tens of thousands of employees."

OutStart LCMS promised to streamline the process for creating training KP NCAL managers would need. OutStart LCMS provided Kaiser Permanente subject-matter experts and reviewers with tools for not only editing courses online but also giving feedback online, in a collaborative way.

### INDUSTRY Healthcare

### SOLUTION

OutStart LCMS enabled Kaiser Permanente to develop, manage, maintain, and deliver learning content in multiple, dynamic ways. While other LCMS are focused simply on creating elearning and delivering it in one or two ways, OutStart LCMS has boosted the speed with which training is created and reviewed, the modes of delivery and the quality of content.

### RESULTS

- Developing learning 50% faster
- Reviewing and approving the creation of courses 50% faster
- Achieving satisfaction rates among learners of 75%, or higher

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Bob Leydorf  
eLearning Program Manager,  
Kaiser Permanente's Northern  
California Region

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With OutStart LCMS in place, Kaiser Permanente's Bob Leydorf and Senior Project Manager Sharon Weinberg set about creating the online component of the "Essentials for Managers" (EFM) program, which launched during the fourth quarter of 2007.

The EFM program currently includes 27 Web-based lessons created with OutStart LCMS with close to 45 courses planned overall. The Web-based training consists of short, interactive lessons on topics such as Kaiser Permanente's Labor Management Partnership, budgeting, employee wellness, nursing management, diversity, and patient safety. According to Leydorf, managers can take these courses sequentially or just what they need, when they need it.

With OutStart LCMS, Kaiser Permanente can design a single course and distribute it via the Web, CDs, workshop manuals or hand-held devices. According to Leydorf, once his team enters content or graphics into a course via OutStart LCMS, it takes little more than the click of a button to deliver it to managers in the form of a Web-based course. OutStart LCMS can also take content for a lesson about patient safety, for example, and reuse elements of that content to build a larger course, say, on the fundamentals of nursing. Once built, OutStart LCMS can quickly adapt the course for a hand-held device or CD.

"OutStart LCMS is great for all our employees because if they don't have access to a computer, we can put a Web-based course into another format quickly," said Leydorf. "For instance, some employees have limited computer skills, and it's just easier for them to look at CDs or manuals.

"OutStart LCMS is able to integrate Adobe Flash Player and other authoring tools," added Leydorf, "so we can incorporate streaming media to engage our managers." According to Leydorf, "In the 21st century, creating training is all about collaborating with a host of people. With OutStart LCMS we can exponentially provide more ways to do that. And that helps our managers provide better service to our members and make Kaiser Permanente the best place to work for our employees."

### THE RESULTS

Since launching the EFM program, Kaiser Permanente's NCAL eLearning team says it is not only producing courses 50% faster but is also getting rave reviews about the convenience and quality of the learning produced.

"Our goal was to give managers the skills they need to be successful in helping our members," added Leydorf. "75% of the managers who took part in our initial pilot have said that they had a 75%, or higher, level of confidence that the education we've delivered via OutStart LCMS will make them a successful leader within six months. Eight out of ten managers involved in the EFM pilot felt the content of the lessons enabled them to make better decisions."

"We can now create a course at least twice as fast," said Leydorf. "And the collaborative capabilities of OutStart LCMS make it possible for people to both create and take courses more easily."

**“8 out of 10 managers involved in the EFM pilot felt the content of the lessons enabled them to make better decisions.”**

**Bob Leydorf**  
eLearning Program Manager,  
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## CASE STUDY

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At KP NCAL, the development of any course brings to the table experts who provide the content, reviewers who assess the efficacy, and legal professionals who vet the material. OutStart LCMS now makes it possible for teams to collaborate easily online when building courses. And the online collaboration features also spur additional experts and instructors – who otherwise would not see a course created in real-time – to contribute to the work of the course developers.

"As a result, we're hearing from our learners that the impact on our organization has been great," said Leydorf. "Our subject-matter experts, our legal group and everyone who contributes to the creation of our training programs are gaining an economic benefit because the process of creating training is both collaborative and cost-effective."



### ABOUT OUTSTART

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At OutStart, we're out to solve a big problem.

Most organizations possess a wealth of underutilized collective intelligence around their products, services, and processes. This underutilization negatively impacts employees, customers, and partners, costing precious time and money while hindering performance. Said simply, "what your people don't know will hurt you."

OutStart's social business software and learning systems act like a lifeline: connecting people to the know-how, creativity, and learning they require to be efficient, effective, and agile.

Since its inception in 1999, and backed by leading venture capital firms, OutStart has matured into a profitable and rapidly growing company with an impressive range of customers, who are surpassing their expectations and delivering exceptional business results. The company is honored to have customers like Autodesk, BB&T, Boeing Company, BT, CVS Caremark, DIRECTV, EDS, Internal Revenue Service, Lufthansa, McDonald's, MetLife, Prudential, TiVo, Australian Defence Force, U.S. Navy, UK Ministry of Defence, Verizon Wireless, and Yum! Brands.

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