Creating a person-centered transgender care program
Kaiser Permanente

IHI National Forum
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Session E2/D2
These presenters have nothing to disclose.
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Objectives

After this presentation you will be able to…

Build a framework and organizational support for providing multidisciplinary care for transgender and gender nonconforming patients

Develop tactics to meet patients’ needs

Apply tools to engage with patients and communities
Overview of Kaiser Permanente (KP)

- An integrated health care system with collaborative partnership between the Permanente Medical Groups and Kaiser Foundation Hospitals and Health Plan
- Serves nearly 12 million patients across the United States
- There are approximately 81,000 transgender patients receiving care through KP

^ Source: UCLA Williams Institute state estimates as applied to membership in states where KP has a presence.
National Effort to Understand the Transgender Patient’s Experience | *Project Lantern*

Authenticity is everything.
Through pain comes strength.
This cannot be done alone.
No roadmap, no guarantees.
Information heals.
Transgender and gender nonconforming people have a gender identity that is not fully aligned with the sex they were assigned at birth... have existed in many cultures throughout time... come from every background: gender identity/expression, race/ethnicity, sexual orientation, socioeconomic status, age, and religion... and vary in their desire and access to seeking gender-affirming medical services (i.e., medically transition).

Who Are Transgender and Gender Nonconforming People?
Transgender Healthcare | A Holistic, Multidisciplinary Approach

- **General health care** (not transition-related) that is respectful and affirming of all transgender people.

- **Transition-related care** for transgender patients, referred based on desire and readiness.
  - Hormone therapy
  - Surgeries
  - Other gender-affirming services

Transgender health care is any medical care that a transgender person seeks.

Not everyone wants to medically transition, and there is no single pathway or destination for medical transition.
## Transgender Healthcare | Multidisciplinary Clinic Services

### Mental Health
- Support for patients who are questioning or who have mental health needs related to their gender identity or transition
- Mental health evaluation for readiness to start hormones (optional in informed consent model) and/or gender affirming surgeries
- Group therapy, support groups and patient education sessions

### Social Work & Nursing
- Case management and care coordination
- Pre- and post-operative planning
- Self injection teaching
- Addressing insurance, social and financial concerns and arranging for assistance
- Referrals to trans* knowledgeable providers

### Medicine
- Hormone initiation and management
- Follow-up medical care related to transition, including lab monitoring and appropriate health care maintenance screenings
- Medical case consultations and pre-operative assessments
- Assistance with legal document changes
- Referrals for Wellness coaching (weight loss, smoking cessation)

### Gynecology
- Cervical cancer screening and routine gynecologic care for trans men in a gender neutral setting
- Counseling on fertility preservation
- Consultations for hysterectomy/oophorectomy for gender transition
- Post operative care for trans women
KP NCAL provides comprehensive coordination of care pre and post-operatively for patients having surgery regardless of location of service.

### Transgender Healthcare | Surgical Services

<table>
<thead>
<tr>
<th>Trans women / Transfeminine</th>
<th>Trans men / Transmasculine</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Genital Surgeries</strong> (Lower Surgeries)</td>
<td><strong>Internal &amp; with contracted providers</strong></td>
</tr>
<tr>
<td>▪ Vaginoplasty</td>
<td>▪ Metoidioplasty</td>
</tr>
<tr>
<td>▪ Labiaplasty</td>
<td>▪ Phalloplasty</td>
</tr>
<tr>
<td>▪ Orchietomy</td>
<td>▪ Hysterectomy / Oophorectomy</td>
</tr>
<tr>
<td>▪ Consultation for revision procedures and/or treatment of post-operative complications</td>
<td>▪ Consultation for revision procedures and/or treatment of post-operative complications</td>
</tr>
<tr>
<td><strong>Chest Surgeries</strong> (Top Surgeries)</td>
<td></td>
</tr>
<tr>
<td>▪ Reconstructive surgery evaluation for feminizing mammoplasty (breast augmentation)</td>
<td>▪ Bilateral mastectomy with chest reconstruction (top surgery)</td>
</tr>
<tr>
<td><strong>Other Procedures</strong></td>
<td></td>
</tr>
<tr>
<td>▪ Reconstructive surgery evaluations for facial feminization procedures</td>
<td>▪ Speech therapy</td>
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<tr>
<td>▪ Tracheal shave</td>
<td></td>
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<tr>
<td>▪ Facial hair removal</td>
<td></td>
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<tr>
<td>▪ Speech therapy</td>
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</table>
## KP Northern California Region (NCAL) | Strategic Priorities

<table>
<thead>
<tr>
<th>Priority</th>
<th>Description</th>
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<tbody>
<tr>
<td><strong>Patient Experience</strong></td>
<td>Ensure all care and service experiences at Kaiser Permanente are culturally responsive and affirming.</td>
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<tr>
<td><strong>Gender Affirming Surgery</strong></td>
<td>Provide comprehensive, high quality, accessible surgical services within the Kaiser Permanente Northern California region.</td>
</tr>
<tr>
<td><strong>Clinical Competencies &amp; Care</strong></td>
<td>Ensure comprehensive, integrated care through provider training, clinical practice resources, multidisciplinary collaboration, and patient education.</td>
</tr>
<tr>
<td><strong>Supporting Systems</strong></td>
<td>Create solutions to document names/pronouns and organs, refer to specialty care, and measure care access and quality.</td>
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</tbody>
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Develop a well-organized, high quality program of services for Transgender patients receiving care in the Northern California region.
We leverage all of these approaches today as we strive to actively listen and partner with our patients and their families at every touchpoint and across all our quality improvement and innovation efforts.
Gathering Feedback | Focus Groups

Choosing KP | great coverage but inconsistent information

Importance of name / pronoun | systems don’t adequately capture

Working with a PCP | compassion and ability to connect with resources

Accessing Mental Health Services | increase and improve expertise

Create patient facing website with clear information on services

Develop solutions in EMR to capture name and pronoun

Standardize and update provider resources, guidelines, and referral processes

Implement a groundbreaking Gender Specialist training program to increase expertise
Gathering Feedback | Focus Groups

Obtaining Surgery | process and “what to expect” not well understood

Develop patient education materials to house online and in-person education

Visiting Transgender Clinics | great resource if known and nearby

Inform KP’s model of care (services to centralize, regionalize, and have locally)

Value of Patient Feedback | validated / identified priorities, diversity of perspectives

Inform strategy to engage patients; informed the need for a Patient Advisory Council
Advising & Consulting | Advisory Councils

Purpose Statement: To improve the lives and lived experiences of Kaiser Permanente Northern California transgender patients and the community.

- Improve care coordination and navigation
- Increase cultural competencies among providers and staff
- Advance patient health education
Advisory Councils | Cultural Competencies

Invite leaders from prioritized departments to Council Meetings to:

- Understand work underway
- Identify opportunities for care experience improvements
- Discuss potential solutions
Advisory Councils | Care Navigation & Education

Transgender Care
You deserve high-quality, gender-affirming health care in a comfortable, supportive setting. Whether you’re seeking preventive or specialty care, hormone therapy, mental health services, or surgical procedures, we look forward to partnering with you for your care needs.

Our Departments
Our team of dedicated clinicians provide medical, surgical, and mental health care to transgender and gender nonconforming individuals. Learn about the care team in our specialty departments:
- Kaiser Permanente San Francisco Gender Pathways
- Kaiser Permanente Oakland Multi-Specialty Transitions

Medical Care Options
We understand that there are many ways to express your gender, which may or may not include transitioning. If you are starting medical treatment or just considering what may be right for you, this information may be helpful:
- Feminizing Hormone Therapy
- Risks and Side Effects of Feminizing Hormone Therapy
- Masculinizing Hormone Therapy
- Risks and Side Effects of Masculinizing Hormone Therapy

Surgical Options
Our surgery evaluation process features a multidisciplinary approach aligned with the World Professional Association for Transgender Health (WPATH) standards of care. To start the process, ask your primary care physician for a referral to Oakland Multispecialty Transitions or contact us through one of the links above. If you’re considering surgery as part of your transition, you may also find these tools helpful:
- Your Gender Specialist Team Visit
- Hysterectomy for Transgender Men
- Masculinizing Chest Surgery (Top Surgery): Surgical Options
- Preparing for Masculinizing Chest Surgery (Top Surgery)
- Masculinizing Chest Surgery (Top Surgery): Recovery

- Prioritize patient education articles
- Improve information available online to ensure patients know how to access care and what to expect
- Explore a peer navigation / support program
Patients and KP providers and staff work together to:

- Define what matters most in a peer support program and how to ask (survey)
- Design a pilot recommendation
- Pilot a program
- Define an implementation / spread plan
Next Steps in Patient Engagement

- Pilot a peer navigation program
- Co-design priorities with Sacramento Area Patient Advisory Council
- Patient Advisors to participate in education sessions for KP staff and providers
- Invite Patient Advisor to oversight committee meetings
- Engage family members in pediatric program work
Questions