

hank



FRONTLINE NEWS FOR KP WORKERS,
MANAGERS AND PHYSICIANS

NAVIGATING THE FUTURE

IN THIS ISSUE

12 TEAM-BUILDING
TIPS FOR 2018

—
REACHING FOR
THE STARS



What is Hank?

Hank is an award-winning journal named in honor of Kaiser Permanente's visionary co-founder and innovator, Henry J. Kaiser.

HANK'S MISSION: Highlight the successes and struggles of the Labor Management Partnership, the joint agreement between Kaiser Permanente and the Coalition of Kaiser Permanente Unions that has been recognized as a model operating strategy for health care. *Hank* is published quarterly for the partnership's 150,000 workers, managers, physicians and dentists. All of them are working to make Kaiser Permanente the best place to receive care and the best place to work — and in the process are making health care history.

For a list of unions belonging to the Coalition of Kaiser Permanente Unions, please visit UnionCoalition.org

For information about the management and union co-leads advancing partnership in your region, please visit LMPartnership.org

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GOLD QUILL AWARD WINNER

2006 IAHF



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Navigating the future

Get ready now to learn the skills needed to deliver great care and service — and increase job satisfaction — in the years ahead.









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FROM THE DESK OF HENRIETTA

A tale of two ankles

I HAVE A FRIEND who loves to play softball. In 1999, she tore her left Achilles tendon while sliding into first base. Her surgery involved getting cut open and then stitched up, which was painful and created a risk of infection. It put her in a heavy cast for six months, left a five-inch scar and was an all-around miserable experience.

Four years later, while playing racquetball, she (you guessed it) tore her right Achilles tendon. In just those few years, surgical technology had improved so much that she could get her leg patched up with laser surgery. She still had to wear a cast — but for only three months this time, and there was no scar. There was hardly any pain. “It was like night and day,” she says.

When someone says, “I don’t want to learn the new way. The old way works just fine,” I tell them about this friend.

Imagine that her doctor and care team had not bothered to learn about the laser surgery. Their patients would have suffered with a longer and

tougher recovery than necessary. Caregivers want the best for their patients. That wouldn’t have been the best.

In everything we do, we put the patient and member at the center. Developing the skills of our workforce is no different. We learn new treatment methods to help our patients get better faster. We learn new software programs to help them get their medications more quickly and efficiently. We figure out the new technological gizmos so we can have virtual visits with our members, saving them the time, effort and sometimes discomfort of getting to our brick-and-mortar offices. We invent new ways of doing old jobs, or create entirely new jobs, to meet new needs.

Giving up the old way of doing things is scary, but also liberating. Learning new things can be difficult, but also fun. We’re navigating our way into the future together, supporting one another all along the way. Read on to see how. **HANK**



MEET YOUR NATIONAL AGREEMENT

ARTICLE BY: Alec Rosenberg | PHOTO BY: Clement Britt

Change is here. Be prepared.

IN THE EARLY 2000s, Blockbuster ruled the video rental roost.

Now it's all but gone.

Blockbuster didn't adapt to customer needs and technology trends. Netflix did.

Kaiser Permanente and the Coalition of Kaiser Permanente Unions recognize that if you don't change with the times, you can get left behind.

The National Agreement addresses the importance of preparing for the future in partnership; section 1D of the agreement covers workforce planning and development.

Under the 2015 agreement, two educational trusts — Ben Hudnall Memorial Trust and SEIU UHW-West & Joint Employer Education Fund — received additional funding to provide workers represented by a coalition union with a variety of services, and training and education programs. Joint work on addressing experience barriers, which have sometimes prevented newly trained workers from being hired into KP jobs, is also under way.

The agreement details the structure for coordinating workforce planning and development. A national team aligns, integrates and coordinates

workforce development and training efforts in partnership with the regions. Each region has a workforce planning and development committee chaired by labor and management co-leads.

The five key components of this work are:

- + workforce planning and development
- + career development
- + education and training
- + redeployment
- + retention and recruitment

“The goal is to prepare union workers for changes to jobs,” says LeAnda Russell, the coalition's national coordinator for job innovation. “We support the lifelong learning and career development of our workers.”

It's paying off. Use of the educational trusts has increased to record levels.

Russell encourages employees to keep learning to build the job skills needed as health care evolves. In other words — don't hit the rewind button. It's time to press play.

“Technology is here,” Russell says. “Don't be afraid.” **HANK**



TAKE ACTION: LEARN ABOUT TUITION REIMBURSEMENT

Do you want to continue your education? Earn a certificate? Get a college degree?

Tuition reimbursement is a powerful tool you can use to build your skills.

The 2015 National Agreement between Kaiser Permanente and the Coalition of Kaiser Permanente Unions increased tuition reimbursement — up to \$3,000 year for most employees — for successfully completing eligible courses.

Visit kpcareerplanning.org and click on “Receive tuition reimbursement” to get personalized details, apply online, submit documents and check your status.



NAVIGATING THE FUTURE

What will it take to deliver great care and service in the years ahead? The time to get ready is now.

FOR CAROLINA ACEVES, technology and health care go hand in hand.

Shortly after completing a new online digital fluency course for Kaiser Permanente employees, she saw firsthand how technology can transform a life. Her mother needed a kidney transplant, but neither she nor her siblings were a match. In October 2017, however, in a series of matches orchestrated through a national computer system, she donated a kidney as part of a chain of donations that resulted in her mother receiving a kidney.

In December, she returned to work at the California Service Center in San Diego, where she is an account administrative representative, fielding calls from KP members and answering their questions. She also chairs a young leader council for OPEIU Local 30 — and is leveraging that role to mobilize all represented members of her unit-based team, urging colleagues of all ages to take the digital fluency course.

“Health care is changing,” Aceves says. “Be current. Do your homework. Advance your career.”

At ease with technology

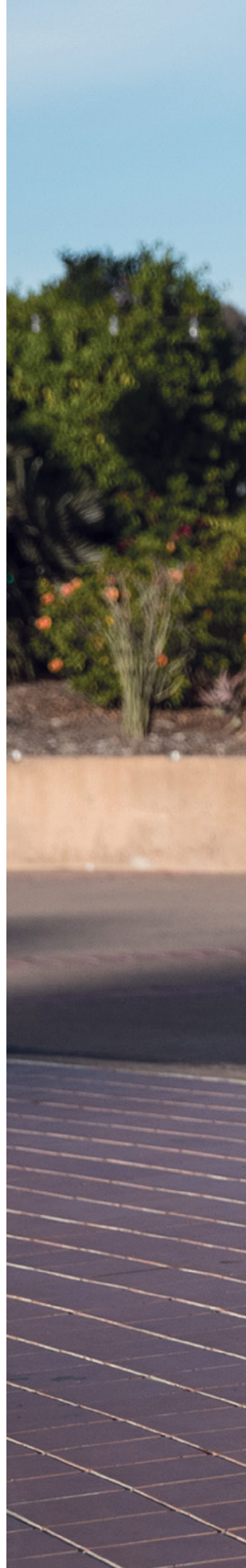
Digital fluency is one of four critical skills that will be essential in the health care of the future. The new online program, which helps participants understand the role of technology in health care, is free to workers represented by a union in the Coalition of Kaiser Permanente Unions through the Ben Hudnall Memorial Trust, the SEIU UHW-West & Joint Employer Education Fund, and National Workforce Planning and Development. (See page 7 for website addresses.)

The national workforce office also is developing programs for the other three critical skills — consumer focus, collaboration and process improvement — as part of a larger strategy to encourage employees to upgrade their skills, advance their careers and meet the changing demands of health care.

“Whether you work in a medical center, clinic or office, we encourage employees to take the digital fluency program,” says Monica Morris, the director of National Workforce Planning and Development.

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ARTICLE BY: Alec Rosenberg | PHOTOS BY: Laura Morton





High tech, high touch: Thanks to advanced technology, Carolina Aceves (right) was able to donate a kidney as part of a series of donations that brought her mother, Olivia Santillan (left), the kidney she needed. That experience has made Aceves, a member of OPEIU Local 30, a passionate champion for workers who want to develop their skills so they can better serve our patients and communities.

“**WAS WORKING FOR A KAISER PERMANENTE** research study performing echocardiograms, which use sound waves to make an image of your heart. When that clinical phase ended, I was out of a job. Fortunately, the Employment and Income Security Agreement gave me a year to find another position within KP. During that time, I completed an advanced echocardiography training program that was financed by the SEIU UHW-West & Joint Employer Education Fund. This training helped me qualify for a position as a cardiac sonographer at Kaiser Permanente San Francisco, working in a special clinic for patients with congenital heart disease. I find this field of work incredibly rewarding — you get to help children and adults born with heart problems. I’m so appreciative and grateful to Kaiser Permanente, SEIU and the education fund. Without them, I would still be where I was — looking for a position. They gave me the tools and the support I needed to continue my career.”

— **CAROLINA UGALDE**, cardiac sonographer, San Francisco Medical Center, SEIU-UHW (Northern California)



PHOTO BY: Tracy Silveria

Digital fluency skills are good for workers, KP members and the organization, says Jessica Butz, the coalition’s national coordinator for Workforce Planning and Development. While some may fear technology will eliminate jobs, the push at KP is to use it not to replace workers but to enhance the care and service they deliver.

“Learning these critical skills will prepare our workers for jobs in the future and give them the tools to shape and improve care for our members and patients,” Butz says.

Gaining skills builds confidence

Abelene Cerezo-Kirtley’s experience demonstrates how empowering the digital fluency course can be. A 19-year Kaiser Permanente medical assistant at the Sacramento Medical Center, she used to fear computers, but not anymore.

Inspired by her 84-year-old father and his love of learning, she took the digital fluency course. She found it made her more comfortable with technology, enabling her to provide better care for her patients — and her family. She created a spreadsheet to track her father’s insulin injections, consolidated his medical records on an iPad (he’s not a KP member) and presented it to his physician.

“He asked me, ‘Are you a doctor?’” says Cerezo-Kirtley, a member of SEIU-UHW. “I said, ‘No, I’m a medical assistant.’ It made me feel 10 feet tall, and I’m only 4-foot-10.”

➔ Catch up with other Humans of Partnership at LMPartnership.org/humans.



Press play: A leader of the Generation Next council at her union local, Carolina Aceves exhorts activists at the 2017 Union Delegate Conference to build their skills. “Get that certification or take that class that you’ve always dreamed about,” she says. “Ask questions and seek out co-workers with the skills that you’d like to learn.”

Preparing for the future

Cerezo-Kirtley’s manager, Jennifer Henson, RN, encourages her staff to upgrade their skills.

“It’s important to support our staff to advance themselves, which in turn promotes the health of the company,” Henson says.

United Steelworkers Local 7600 President Janis Thorn praises Kaiser Permanente for working in partnership with labor and urges employees to prepare for the future by participating in KP’s education programs.

“Be proactive,” Thorn says. “We need to embrace technology. It’s here to stay.”

Aceves, who aspires to work in community health, shows how such skills enhancement can have broad benefits. The digital fluency course was eye-opening, she says. Having seen how health care technology improved her mother’s life, she wants to raise awareness about the possibilities — and the need for kidney donors.

“She’s so happy she’s not having to go into dialysis anymore,” Aceves says. “Her spirit was dim. Now she has a new lease on life.” **HANK**



TAKE ACTION: GET SMART ABOUT THE FOUR CRITICAL SKILLS

Kaiser Permanente has identified four critical skills that will be essential to the future of health care. The online program in digital fluency will be followed by programs in the other three skills. Learn more at kpcareerplanning.org; you also can find great resources at LMPartnership.org.



Digital fluency. Technology is transforming health care. Be prepared. The new online program, launched in Fall 2017, helps employees understand the role of technology in health care. Visit kpcareerplanning.org, the Ben Hudnall Memorial Trust (bhmt.org) or the SEIU UHW-West & Joint Employer Education Fund (seiu-uhweduc.org) to sign up for the four- to six-hour course.



Consumer focus. Consumers expect convenience, personalization, service and quality. Learning how to engage and connect with members can help employees deliver great care and great outcomes. Visit LMPartnership.org and search on “patient voice” to get tools for incorporating our members’ and patients’ viewpoints in your team’s work.



Collaboration. Sharpen your team-building skills. Solve problems together, respect others and drive continuous learning. Visit LMPartnership.org/team-communications for ideas on getting everyone in your unit actively involved with your team.



Process improvement. Find ways to increase quality and save time and money. Get a great set of performance improvement tools by visiting LMPartnership.org and typing “performance improvement guide” in the search box.



TAKE ACTION: USE THESE WEB RESOURCES TO ADVANCE YOUR CAREER

As a Kaiser Permanente employee, you have educational and training resources available to grow professionally.

Get started by visiting these websites:

LMPartnership.org

Find tools and resources to build your partnership skills. Be sure to visit the Learning Portal, which offers a range of training on partnership essentials.

kpcareerplanning.org

Learn about the four critical skills, explore career paths and apply for tuition reimbursement.

bhmt.org and seiu-uhweduc.org

Members of the Coalition of Kaiser Permanente Unions can access career counseling, skills training, continuing education, and degree and certificate programs through two LMP-supported educational trusts: the Ben Hudnall Memorial Trust and the SEIU UHW-West & Joint Employer Education Fund.

learn.kp.org

The upgraded KP Learn platform offers programs to support your career and development, with an improved search feature and access to complete learning activities on mobile devices.

Growing from our roots, reaching for the stars

Looking ahead

Today, we have to think about how artificial intelligence and other fast-moving developments will affect the delivery of health care. See the six forces shaping health care at insidekp.kp.org/insidekp/strategy.

Partnering together

Through commitments spelled out in the National Agreement, Kaiser Permanente and the Coalition of Kaiser Permanente Unions are teaming up to address future workforce needs. Understand your partner's interests.

Connecting electronically

The digital revolution has changed how we connect, leading to new roles for everyone, from clerks to clinicians. How is your job different because of technology?

Health care is changing rapidly. Take action by using the information and tips here to build your skills and learn about changes ahead. Be ready to be part of the Workforce of the Future.

Evolving from a strong past

Kaiser Permanente began as an industrial health care program for Henry J. Kaiser's construction, shipyard and steel mill workers during the 1930s and '40s — back when skills lasted a lifetime and career paths were clear.



Building skills

Take classes and get comfortable with the four skills essential to meeting the changing demands of health care: digital fluency, consumer focus, collaboration and process improvement.

Learning continuously

Make learning a lifelong habit. Workers represented by a coalition union can access career counseling, courses, tuition reimbursement and more through two Labor Management Partnership-supported education trusts: the Ben Hudnall Memorial Trust (bhmt.org) and the SEIU UHW-West & Joint Employer Education Fund (seiu-uhweduc.org).

Getting involved

National Workforce Planning and Development hosts an annual conference, teaming up with labor and management leaders in each region to share best practices, identify workforce needs and set priorities. Learn more at kpworkforce.org.



Want to take your team to the next level? Make good things happen for yourself, your co-workers and your members and patients? Collaboration is one of the four critical skills needed to meet future challenges with ease. Use these 12 team-building tips to make every month count in 2018.

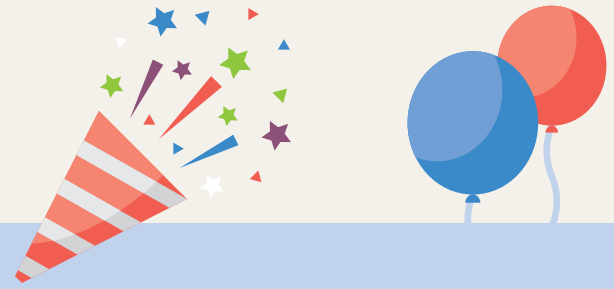
ARTICLE BY: Laureen Lazarovici

**12
TIPS**

FOR BUILDING

YOUR TEAM

**IN
2018**



1 **PAR-TAY**

Celebrate your team's successes and acknowledge — even celebrate — failures. Failures are great opportunities for learning if you focus on where the process (not the person) needs improvement. After each test of change, recognize and reward contributing team members at huddles and meetings. Use small wins to keep the momentum going.

Get ideas on how to carry this out using the toolkit at LMPartnership.org/reward-recognize.



Help employees track their sick days and time off by printing out and distributing our colorful, always popular attendance calendar.

Download the calendar at LMPartnership.org/attendance-calendar.

2 **IN AND OUT**



3 **FOLLOW THE MONEY**

Learn your department's budget as a team and get everyone's ideas on how to reduce costs.

Need to up your team's business smarts? Sign up for a business literacy training. Visit LMPartnership.org/biz-lit.



4 **TRACK IT IN TRACKER**

Document your team's work regularly, accurately and concisely in UBT Tracker. It will let others see and learn from your team's accomplishments.

Get help using UBT Tracker at LMPartnership.org/ubt-tracker.

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5 STOP THE LINE

Ask for help or call a stop to the work when you see an imminent danger or need help to safely complete a task. Then look for system improvements and root causes of problems — ask not just what happened, but why.

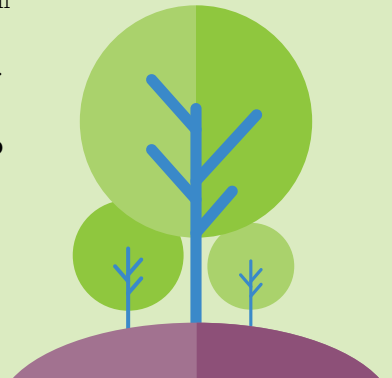
See how another team did this at LMPartnership.org/stop-the-line.



6 GROW LEADERS

Rotate responsibilities for leading meetings and managing improvement projects among all team members. This will build your team's skills and strengths.

Use the leadership toolkit at LMPartnership.org/leadership to get tools and ideas geared to your UBT's Path to Performance team level.



7 TWO WORDS

Huddle daily.

It works. Watch the video "Huddle Power" at LMPartnership.org/huddle-power and use the tools there to get you started huddling with your team.

Become supply savvy. Make a full assessment of supplies — track inventory, tidy up storage areas and streamline ordering. Simple changes can save thousands of dollars.

The 6S tool will make this work a snap. Get it at LMPartnership.org/6s.

8 CLEAN UP YOUR ACT



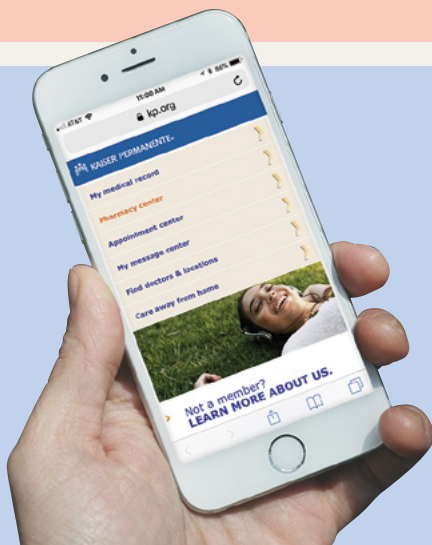
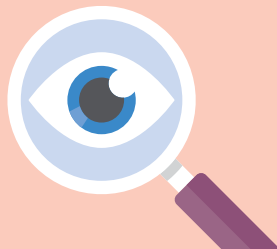


9

TAKE A (WASTE) WALK ON THE WILD SIDE

Perform a waste walk. Impartially observe a work area or work process to identify waste or inefficiency.

Get walking with our online Waste Walk toolkit: LMPartnership.org/waste-walk.



Help patients sign up on **kp.org**. Remind them they can securely view their medical records and most lab results, email their doctors, schedule appointments and refill prescriptions online. Bonus tip: Encourage tech-savvy members to download the **kp.org** app so they can access these features on their phones.

Need ideas to get going? Visit LMPartnership.org/kpsignups to see how one team got 90 percent of its patients signed up.

10

SAVE A TREE

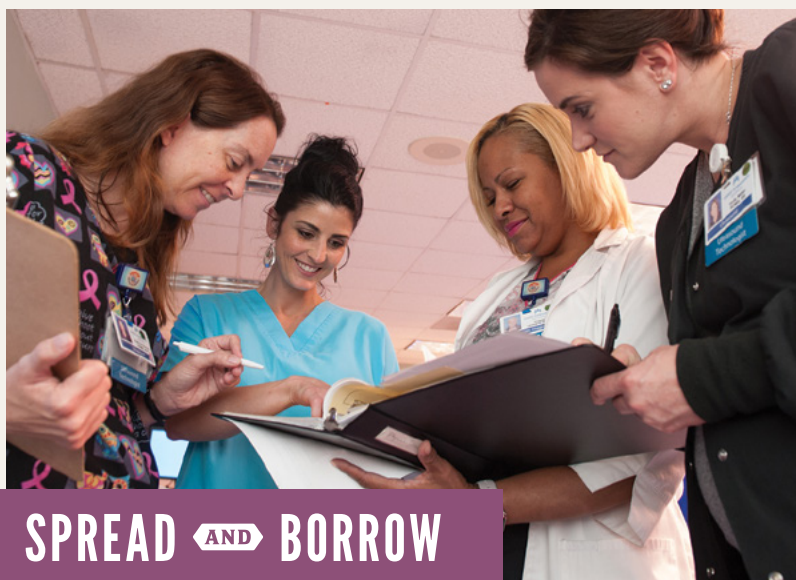
Go paperless. Don't print out agendas and documents. Send them out via email or use a projector instead.

Just do it!



11

GET ONLINE



Did something work for your team? Spread the word to others. Need inspiration for your next improvement project? Look for other teams that have succeeded.

Work with your UBT consultant or union partnership representative to spread your successes. Visit LMPartnership.org/team-tested-practices to get ideas you can try with your team!

12

SPREAD AND BORROW



WHO'S THIS PERSON?

In each issue of Hank, we feature someone prominent from Kaiser Permanente or its unions. Can you name this person?



WHERE'S THE MISTAKE?

There is a purposeful mistake hidden somewhere in the pages of this issue. Can you find it?



FOR EXAMPLE: Name tag is reversed.



ICEBREAKER: Tell it all in six words

At your next meeting, channel the spirit of Ernest Hemingway, who is said to have written a six-word story that led to modern flash fiction. This type of writing has a beginning, middle and an end, and yet can be deep in emotion or light-hearted.

Here's how you do it: Pass out 3x5 index cards to everyone and advise your team they have five minutes to create their six-word story, no more, no less. When time's up, time's up, and everyone puts their pen or pencil down. Then throughout the meeting, take turns sharing one another's stories. Post the cards later in your breakroom!

Here are a couple of examples:

I got a puppy, lost shoes.

Banned bread, walking more, feeling better.

Studied hard, passed exams, future bright.

WORD SEARCH: Back to school

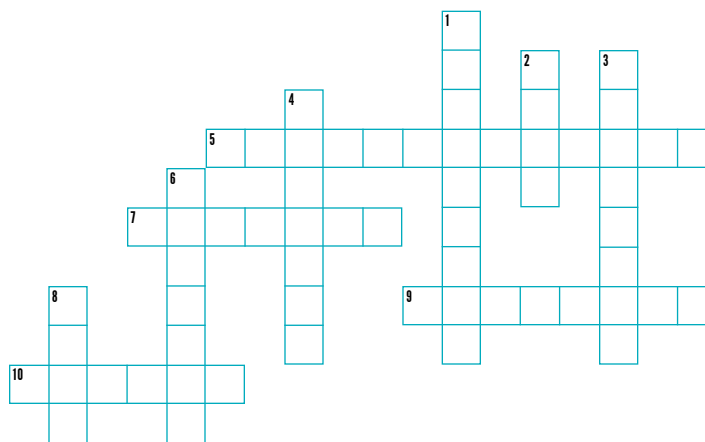
DIRECTIONS: Find the hidden words related to continuing your education. Words may appear vertically, horizontally or diagonally and may be read from either direction.

P T I G J Q J E V G C X R E T
J Y G S C W S C T M R E G C K
E G R A D U A T E R A A E U X
T Z S C H O O L S D O N D V E
S Y I B P T S R I E N P Y E O
L T Z L H O A N S O T W P P S
E R R R A N G K C S G C G U T
A L I E I I O C J L N L J Y S
D V R M N O C P H A I A E W H
E X E Y B G C E G O N S C S H
R S E K I G T Z P G R S N M H
G N I T I R W H R S A E A A B
Z D R A W E R O H E E S V R I
T H I N K P W H S G L R D T Y
L E X O T A I V Y X I X A R Z

- ADVANCE REWARD
BOOKS SCHOOL
CLASSES SEMINARS
CONNECT SMART
GOALS SPECIALIZE
GRADES STRENGTH
GRADUATE SUPPORT
GROW TESTS
LEADER THINK
LEARNING THRIVE
READING WRITING

CROSSWORD: What skills do you need?

DIRECTIONS: If you've read this issue, coming up the words/phrases for this crossword will be a snap. If you haven't, don't stress, just have fun!



ACROSS

- 5 Ability to work productively with others
7 A series of actions or steps taken in order
9 Information about reactions to performance
10 When workers speak up, good things _____

DOWN

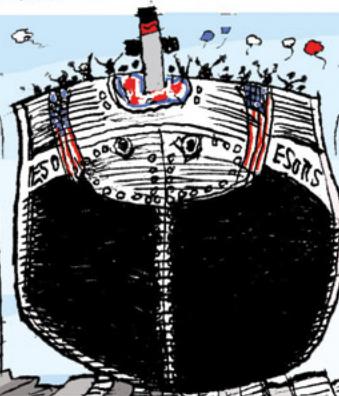
- 1 A supply of materials, staff and other assets
2 The object of an effort; an aim
3 Crucial
4 Adapting to new digital technology in the workplace
6 Brainstorming is a form of _____ solving
8 A group forming one side in a competitive game or sport



Check out the answers to this issue's puzzles and games at LMPartnership.org/puzzles-and-games/answers.

SUPERSCRUBS: CONQUERING THE RAPIDS

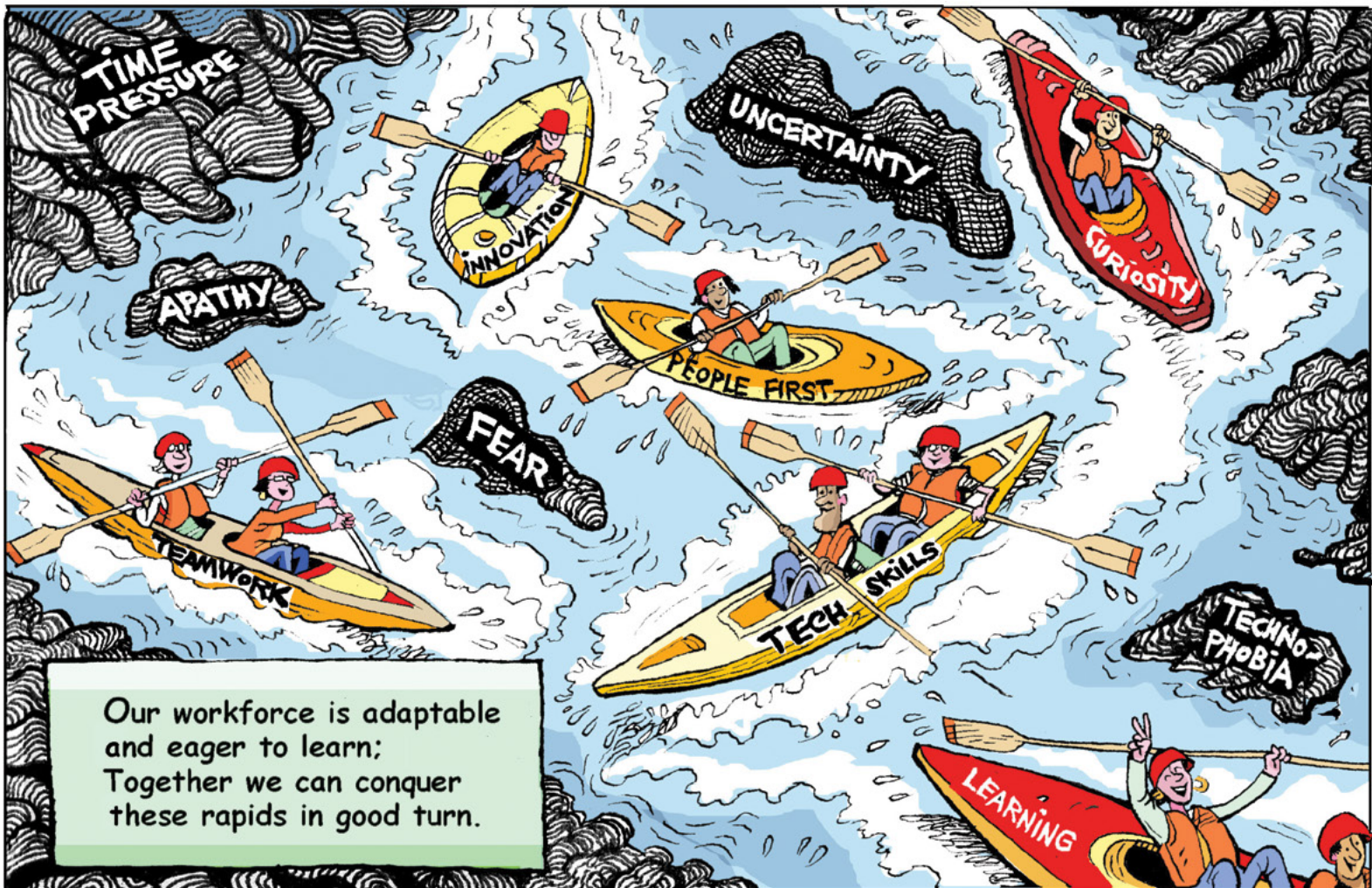
We built ships by hand
back in the day;
Assembly lines
were the best way.



But now technology
has quickened the pace,
from video conferencing
to outer space.



Our workforce is adaptable
and eager to learn;
Together we can conquer
these rapids in good turn.



A great leader...

Managers, stewards and unit-based team co-leads have a key role in helping employees build successful careers. Here are five tips for strengthening your team and helping Kaiser Permanente prepare for the future.



1. Talk with employees about their careers

Chats can be brief and happen anytime, anywhere during the work day.



2. Know what resources are available

My HR, KP Learn, LMPartnership.org and kpcareeringplanning.org have a wealth of information for individual and team development. Two LMP-supported education trusts — the Ben Hudnall Memorial Trust (bhmt.org) and the SEIU UHW-West & Joint Employer Education Fund (seiu-uhweduc.org) — offer courses, career counseling, tuition assistance programs and more to workers represented by a union in the Coalition of Kaiser Permanente Unions.



3. Work with career counselors

Education trust career counselors can tailor training, provide one-on-one career planning and coaching, and help with skill assessments.



4. Schedule time for employees to take classes



5. Look for development opportunities

Ask a staff member to lead a huddle, serve on a committee or become an active unit-based team participant to gain experience and build skills.

...creates other leaders