



KAISER PERMANENTE
**UNIT-BASED TEAM
SPONSOR HANDBOOK**



CONTENTS



03

Welcome to the Team

04

Path to Performance



05

Get Started

07

Sponsor Role and Responsibilities



09

Quick How-Tos

13

Reward and Recognition



14

UBT Sponsor Support and Resources

WELCOME TO THE TEAM

Welcome to your new role as a unit-based team (UBT) sponsor. UBTs were created in 2005 as a part of the National Agreement with the purpose of improving care, quality and service at Kaiser Permanente.

A UBT consists of managers, physicians and partnership union staff. A UBT from each department meets monthly to discuss process improvements, collect and review data, strategize to meet goals and objectives, and work in collaboration on projects based on the Kaiser Permanente Value Compass points of best service, best quality, most affordable and best place to work.

Sponsors are a vital resource for UBTs because they are transformational leaders who encourage team engagement, promote the use of Rapid Improvement Process (RIM+) and other performance tools to meet goals, remove barriers, provide assistance on unit projects and recognize successful outcomes.

This handbook provides you with the fundamentals to ensure your success as a labor or management sponsor.

Thank you for being a UBT sponsor. Your leadership skills, knowledge and expertise are valued, and you will be an incredible asset for your team.



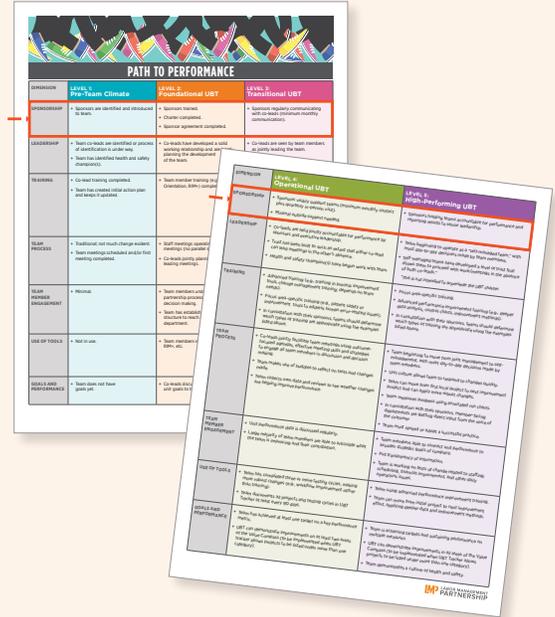
THE PATH TO PERFORMANCE

The Path to Performance (P2P) serves as a guide for a consistent way for UBTs to identify where they are in improvement processes and the actions needed to move along the P2P.

P2P sets standards in 7 dimensions: sponsorship, leadership, training, team process, team member engagement, use of tools, and goals and performance.

Teams must meet all the requirements of each standard at each level before they can move to the next level. UBTs are assessed by UBT Consultants. Sponsors must sign off on all assessments and validations.

Sponsorship is an important dimension that must be met. The level of the team determines the minimum amount of engagement required of a labor or management sponsor.



FOR MORE INFORMATION, VISIT:
LMPartnership.org/path-to-performance/introduction-to-the-path

Your Region:

Levels 1–3

Levels 4 and 5

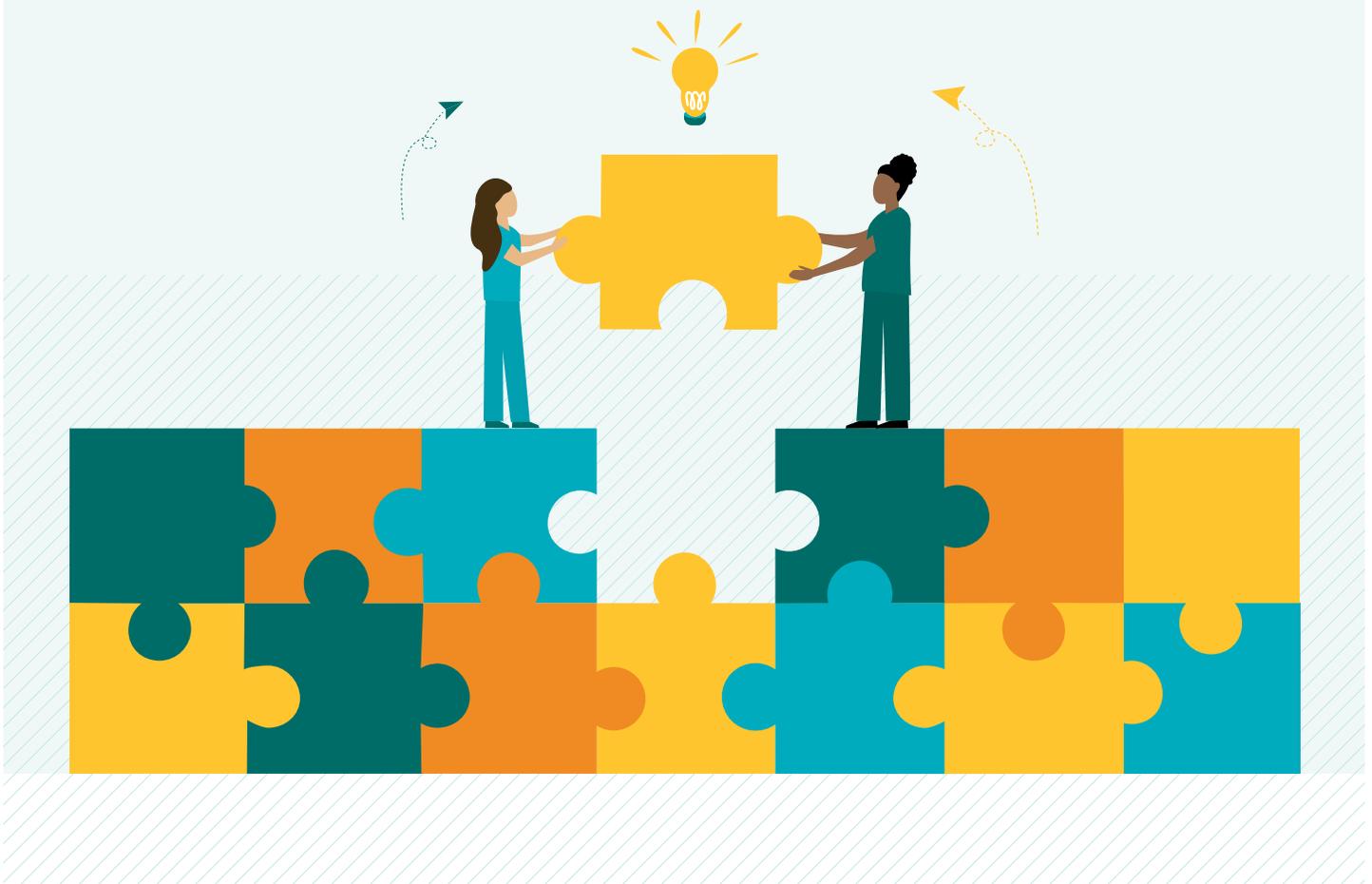
GET STARTED

These guidelines apply to all UBT management and labor sponsors.

STEPS

- » Your first action as a sponsor is to meet your UBT co-leads.
- » Determine when your team(s) are meeting.
- » Ask your co-leads to send you meeting invites.
- » If you are a labor sponsor, be proactive about alerting your manager about release time.
- » The contact information for team co-leads is in UBT Tracker on KP HR Connect ([See Quick How-Tos on page 9](#)). Review P2P expectations with the co-leads.

These actions fulfill the **Level 1** requirements.



GET STARTED (continued)

Sponsor Agreement

To meet the **Level 2** P2P sponsorship requirements, complete the actions below.

- » A sponsor working agreement (or charter) and sponsor training must be completed. A sponsor working agreement is completed in collaboration by both the labor and management sponsors of the UBT. The agreement covers communication and support, partnership and decision making, team accountability and recognition.
- » A best practice is to provide a signed copy to your team’s co-leads and ensure they upload the document to their UBT Tracker under “Team Documents.”



A new agreement must be signed every year and/or when a sponsor changes.

WORKSHEET
Sponsor Working Agreements

AGREEMENTS

Sponsor Names and Contact Information

Management Sponsor(s)		
Name	Phone Number	Email

Labor Sponsor(s)		
Name	Phone Number	Email

Physician Sponsor (if applicable)		
Name	Phone Number	Email

Unit-Based Team(s)
We work in partnership to sponsor the following unit-based team(s):

Communication and Support

How will we (sponsor to sponsor) communicate with each other?
 Phone Email Meetings Other _____

More information (for example, how often will you meet? Who will arrange these meetings and set the agenda?):

LMP LABOR MANAGEMENT PARTNERSHIP

Sponsor Training

Formal Sponsor Training is a 3-hour course designed to teach sponsors about tools and resources available to them in their role.

The course is designed to help UBT sponsors discover the benefits of effective sponsorship and how it can help them develop successful, sustainable unit-based teams, and gain an awareness of how their role is critical to the transformation of how the work at Kaiser Permanente is done.

Contact your UBT Consultant and/or LMP Training Team for registration and questions.

Ongoing Communication

To meet **Level 3** requirements, sponsors must communicate monthly with co-leads.

A dynamic relationship with two-way communication is key! Use this time to discuss issues, and identify successful practices and areas of improvement. Create a monthly recurring invite to connect and plan meeting attendance for future meetings. A best practice is to use cameras for virtual meetings!

Reporting Performance to Senior Leadership

Sponsors communicate at a minimum via monthly emails plus quarterly in person or virtual visits to discuss UBT work, team performance and action plan progress. This includes attendance in care councils and regional teams.

SPONSOR ROLES AND RESPONSIBILITIES

01

ROLE EXPECTATIONS

- » Hold your team accountable for following the P2P.
- » Provide guidance on areas in need of improvements and identify gaps in team development.
- » Review UBT Tracker for updates on projects.
- » Model partnership by working together with your co-sponsor.
- » Remove barriers and facilitate discussions for problem solving. Foster positive behaviors through recognition.

02

MONTHLY ACTIONS

- » Check in via a phone, virtual or in person meeting with your co-sponsor and UBT co-leads.
- » Perform UBT Tracker audits to ensure the team is updating it every 30 days, all projects have completed SMART goals and each project has tests of change.

03

MEETING ETIQUETTE

- » Connect with co-leads prior to meetings to confirm.
- » Arrive to meetings on time. Listen, observe and facilitate discussions as issues arise.
- » Avoid overpowering co-leads or taking over a meeting.



SPONSOR ROLES AND RESPONSIBILITIES (continued)

04

WHAT TO OBSERVE IN MEETINGS

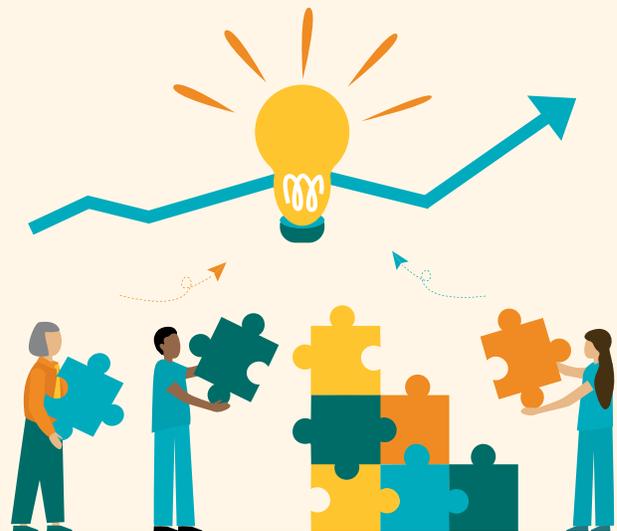
When attending your team's meeting, be sure to observe the following:

- » use of an outcome-based meeting agenda
- » UBT meeting is focused on actions and issues that are NOT contractual topics or covered in local collective agreement bargaining; topics must be focused on the departments' capabilities
- » team must be using consensus decision making
- » ask team whether there is anything you can assist with or whether they have all the necessary resources to be successful

05

ESCALATING ISSUES

If issues arise and a solution is beyond your influence, utilize your UBT Consultants and LMP Supports for issue escalation.



What is Consensus Decision Making?

FOR A BOOSTER ON LMP METHODS (CDM AND IBPS) AND KEY LMP SKILLS, VISIT: LMPartnership.org/how-to-guide/learning-boosters

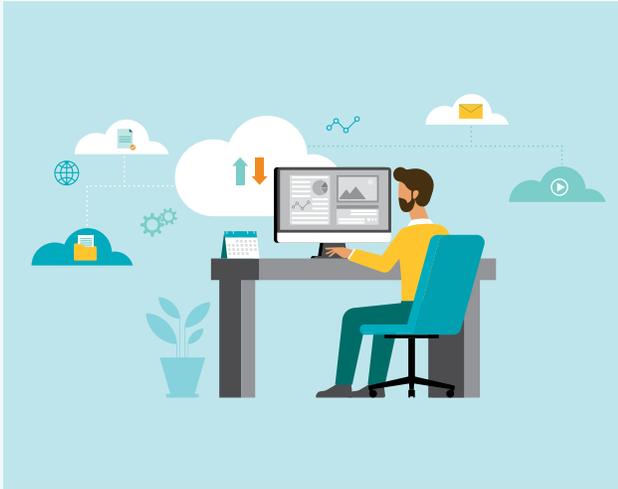
Consensus is a form of group decision making in which everyone discusses the issues, and the group benefits from the perspective of all its members. For consensus to occur, every group member must be able to support the decision.

Three questions of CDM that must be addressed are:

1. Has everyone been heard?
2. Can you live with the decision?
3. Will everyone actively support the decision?



QUICK HOW-TOs



Access UBT Tracker

Located on KP HR Connect

The UBT Tracker is a national web-based tool that all regions use to document their projects. The tracker provides access to a shared project repository for teams to search for ideas. Open projects complete with tests of change should be reviewed every 30 days.

See the step-by-step guide on [page 11](#)



Create a Reccuring Meeting Invite

Located in Microsoft Outlook

Creating a reoccurring meeting invite with your UBT allows you to connect with ease. Planning ahead allows for ample release time and ensures monthly communication takes place. If labor does not have access to Microsoft Outlook, collaborate with your management partner to create an invite.

See the step-by-step guide on [page 12](#)

MONTHLY SPONSOR CHECKLIST

Use the checklist below to ensure your UBTs are supported!

Create working agreements with your sponsor partner(s).

Review the UBT Charter.

Check in with your UBTs regularly.

Attend a UBT meeting (virtual or in person).

Review the UBT Tracker.

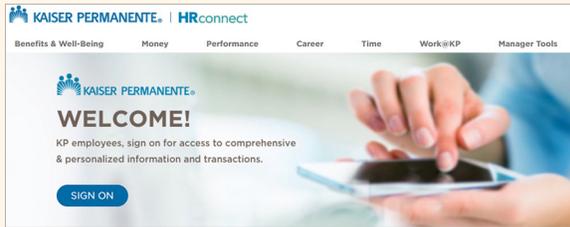
Celebrate small and big wins.

Not hearing from a team? Reach out and connect with them!

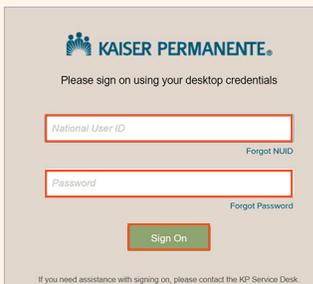


ACCESSING UBT TRACKER

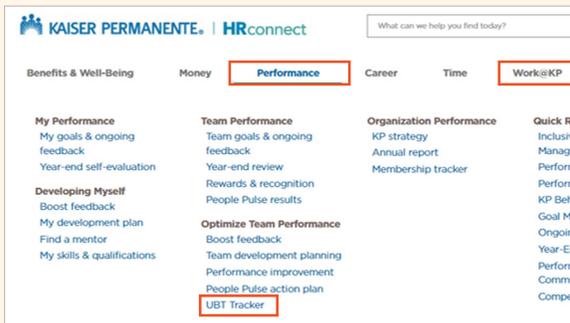
1. Visit **HRConnect** to access UBT Tracker: <https://hrconnect.kp.org/wps/myportal/hr/workspace/teamtools/ubttrackeradmin>



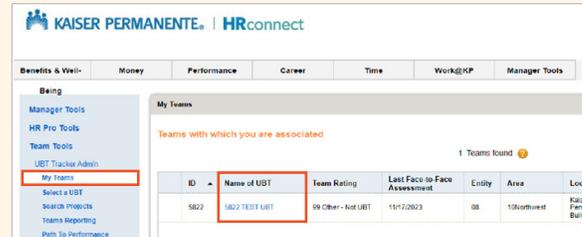
2. Enter your **NUID** and **Password**, and then click **Sign On**.



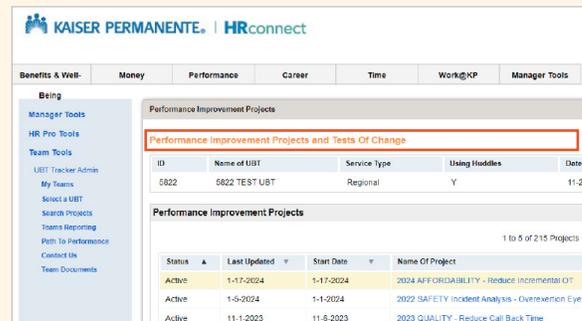
3. Once logged in, you can locate **UBT Tracker** in the **Performance** tab, under *Optimized Performance*, or the **Work@KP** tab, under *Labor & LMP*. You only can access UBT Tracker on your KP computer or laptop. *Some regions/service areas have a UBT Tracker link on their LMP webpage.*



4. After logging into UBT Tracker, go to the menu on the left side to select **UBT Tracker Admin**, which drops down and expands into more options. To get to your teams' profiles, click on **My Teams**. Then select the team you want under **Name of UBT**.



5. This is the **Performance Improvement Projects and Test of Change** page, the primary page of the UBT you selected. You will notice a list of all the team's improvement projects. Click on each project for the years, then click on **Test of Change** to review.



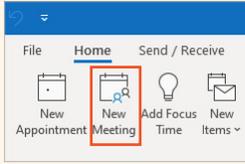
Resources

Contact your UBT Consultant or Improvement Advisor for any UBT Tracker training requests, questions or issues.

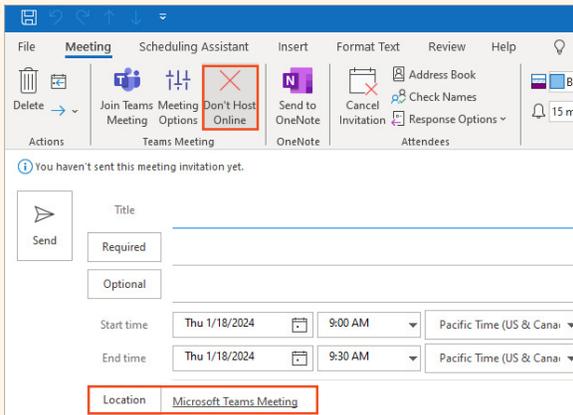
For a quick walk-through on how to view UBT projects, conduct searches and print records, check out KP Learn **“Video 1: Overview to Navigate UBT Tracker”** [class ID: 001036644](#).

CREATING A RECCURING MEETING INVITE IN OUTLOOK

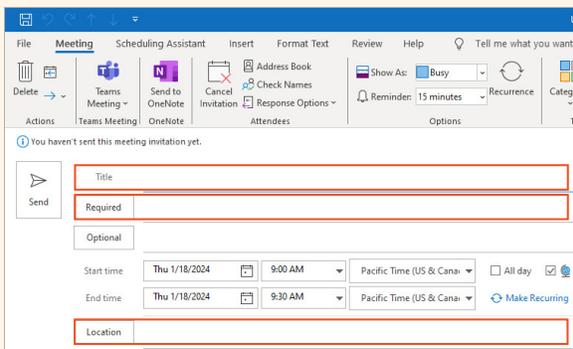
1. Select **Calendar**.
2. Select **New Meeting** from the ribbon.



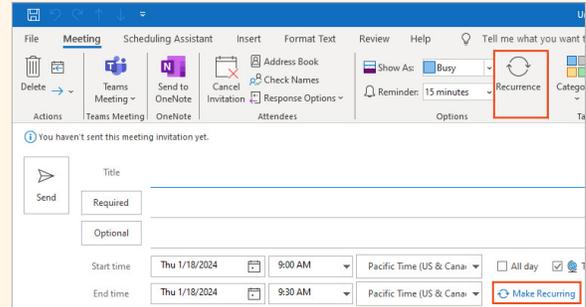
3. Outlook automatically generates an MS Team meeting and notes that in the **Location** field. If you are planning for an in person meeting, click on **Don't Host Online** from the ribbon.



4. In the invitation window, enter the meeting **Title**, enter the email addresses of the meeting's **Required** attendees (co-leads and sponsor partner), and the **Location**.

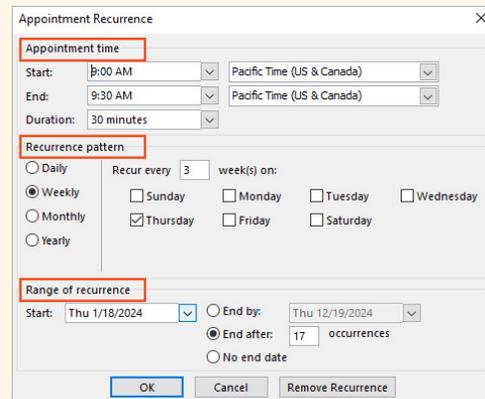


5. Click **Recurrence** from the ribbon or on the **Make Recurring** hyperlink.

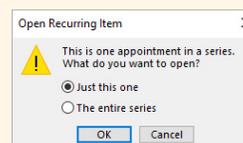


6. Work through the options to create the meeting recurrence settings:

- » **Appointment time:** Start, End, Duration and Time Zone.
- » **Recurrence pattern:** Daily, Weekly, Monthly or Yearly. You can select a day of the week and how often the meeting will be held.
- » **Range of recurrence:** How long the series should run.



7. If you need to change your recurring meeting schedule, double-click the meeting to edit its details. You can choose to change a single meeting or the entire series.



REWARDS AND RECOGNITION

Foster a culture of change by recognizing accomplishments. Providing rewards and recognition keeps the team engaged and motivates team members to continue to achieve positive results.

Ways to provide recognition:

- » Ask teams how they want to be recognized.
- » Connect with your LMP council contacts to share great team stories.
- » Work with sponsor partners to develop your own recognition plan.
- » Provide positive feedback during the meeting.
- » Report great work to leadership.
- » Send a written note of praise to the UBT for display or send virtual recognition via HRconnect > Performance > Team Performance > Rewards&recognition.



FOR MORE TIPS ON RECOGNITION AND TEAM MEMBER ENGAGEMENT, VISIT:
LMPartnership.org/path-to-performance/toolkit/team-member-engagement

UBT SPONSOR SUPPORT



FOR TOOLS AND ADDITIONAL RESOURCES, VISIT THE LMP SPONSORSHIP PAGE AT THE LMP WEBSITE:
LMPartnership.org/path-to-performance/toolkit/sponsorship

UNION PARTNERSHIP SUPPORT



Alliance of Health Care Unions
955 Overland Court, Suite 150
San Dimas, CA 91773

TO CONTACT YOUR UNION LEADERSHIP, VISIT:
ahcunions.org



Coalition of Kaiser Permanente Unions
1 Kaiser Plaza, 21st Floor
Oakland, CA 94612

TO CONTACT YOUR UNION LEADERSHIP, VISIT:
unioncoalition.org



RESOURCES

Microlearning

LMP Methods Booster: A Brief Introduction

How we make decisions is as important as the decisions themselves when it comes to cultivating a strong partnership. Intro to interest-based problem solving and consensus decision making.

[LMPartnership.org/how-to-guide/lmp-methods-learning-booster](https://lmpartnership.org/how-to-guide/lmp-methods-learning-booster)

LMP Skills Booster: Active Listening and Effective Questioning

Get to the heart of the matter by asking great questions!

[LMPartnership.org/how-to-guide/lmp-skills-booster-active-listening-and-effective-questioning](https://lmpartnership.org/how-to-guide/lmp-skills-booster-active-listening-and-effective-questioning)

Video 1: Overview to Navigate UBT Tracker

A walk-through on how to log into UBT Tracker, view UBT projects and tests of change, conduct searches and print records.

 **ENTER YOUR NUID AND PASSWORD TO ACCESS THIS SHORT VIDEO IN KP LEARN:**
[Class ID: 001036644](#)

Key Information

Labor Management Partnership Website

Homepage for the Labor Management Partnership, containing everything you want to know about it — courses, training material, videos, posters, national agreements and more.

[LMPartnership.org](https://lmpartnership.org)

 **FOR SPECIFIC INFORMATION ABOUT SPONSORSHIP, SEARCH FOR “SPONSOR.”**

Sponsor Working Agreements

A template to help you and your co-sponsor(s) develop working agreements about how you will collaborate to support the team.

[LMPartnership.org/tools/sponsor-working-agreements](https://lmpartnership.org/tools/sponsor-working-agreements)

Rewards and Recognition Tools

The “How-To Guide: Reward and Recognize” offers helpful tips, tools and templates to celebrate the accomplishments of your teams.

[LMPartnership.org/how-to-guide/reward-and-recognize](https://lmpartnership.org/how-to-guide/reward-and-recognize)

Labor Management Partnership Learning Portal

All the classroom and online LMP courses are listed here, with descriptions and instructions for how to attend.

[LMPartnership.org/learning-portal](https://lmpartnership.org/learning-portal)

Labor Management Partnership Learning Roadmap

Use the LMP Learning Roadmap as your guide to tools and content to empower your teams’ LMP experience.

[LMPartnership.org/learning-roadmap](https://lmpartnership.org/learning-roadmap)

Path to Performance Poster

Review this Path to Performance poster to familiarize yourself with what’s expected at each level of a unit-based team’s development and to share with your co-leads.

[LMPartnership.org/tools/path-performance-poster](https://lmpartnership.org/tools/path-performance-poster)



PATH TO PERFORMANCE

DIMENSION	LEVEL 1: Pre-Team Climate	LEVEL 2: Foundational UBT	LEVEL 3: Transitional UBT
SPONSORSHIP	<ul style="list-style-type: none"> + Sponsors are identified and introduced to team. 	<ul style="list-style-type: none"> + Sponsors trained. + Charter completed. + Sponsor agreement completed. 	<ul style="list-style-type: none"> + Sponsors regularly communicating with co-leads (minimum monthly communication).
LEADERSHIP	<ul style="list-style-type: none"> + Team co-leads are identified or process of identification is under way. + Team has identified health and safety champion(s). 	<ul style="list-style-type: none"> + Co-leads have developed a solid working relationship and are jointly planning the development of the team. 	<ul style="list-style-type: none"> + Co-leads are seen by team members as jointly leading the team.
TRAINING	<ul style="list-style-type: none"> + Co-lead training completed. + Team has created initial action plan and keeps it updated. 	<ul style="list-style-type: none"> + Team member training (e.g., UBT Orientation, RIM+) completed. 	<ul style="list-style-type: none"> + Advanced training (e.g., business literacy, coaching skills, metrics) completed. + UBT Tracker training completed. + Representative team members have completed business literacy training subject to regional/medical center availability.
TEAM PROCESS	<ul style="list-style-type: none"> + Traditional; not much change evident. + Team meetings scheduled and/or first meeting completed. 	<ul style="list-style-type: none"> + Staff meetings operating as UBT meetings (no parallel structure). + Co-leads jointly planning and leading meetings. 	<ul style="list-style-type: none"> + Team meetings are outcome-based; team members are participating actively in meetings and contributing to team progress and decision making. + Co-leads moving from direction to facilitation.
TEAM MEMBER ENGAGEMENT	<ul style="list-style-type: none"> + Minimal. 	<ul style="list-style-type: none"> + Team members understand and use partnership processes. i.e., consensus decision making. + Team has established a communication structure to reach all members of the department. 	<ul style="list-style-type: none"> + Team members understand key performance metrics. + At least half of team members can articulate what the team is improving and what their contribution is.
USE OF TOOLS	<ul style="list-style-type: none"> + Not in use. 	<ul style="list-style-type: none"> + Team members receive training in RIM+, etc. 	<ul style="list-style-type: none"> + Team is able to use RIM+ and has completed two testing cycles within one or more projects. + Team has begun documenting projects and testing cycles in UBT Tracker.
GOALS AND PERFORMANCE	<ul style="list-style-type: none"> + Team does not have goals yet. 	<ul style="list-style-type: none"> + Co-leads discuss and present data and unit goals to teams. 	<ul style="list-style-type: none"> + Team has set performance targets, and targets are aligned with unit, department and regional priorities.

DIMENSION	LEVEL 4: Operational UBT	LEVEL 5: High-Performing UBT
SPONSORSHIP	<ul style="list-style-type: none"> + Sponsors visibly support teams (minimum monthly contact plus quarterly in-person visit). + Minimal outside support needed. 	<ul style="list-style-type: none"> + Sponsors holding teams accountable for performance and reporting results to senior leadership.
LEADERSHIP	<ul style="list-style-type: none"> + Co-leads are held jointly accountable for performance by sponsors and executive leadership. + Trust has been built to such an extent that either co-lead can lead meetings in the other's absence. + Health and safety champion(s) have begun work with team. 	<ul style="list-style-type: none"> + Team beginning to operate as a "self-managed team," with most day-to-day decisions made by team members. + Self-managed teams have developed a level of trust that allows them to proceed with work/meetings in the absence of both co-leads.* <p><i>*This is not intended to supersede the UBT charter.</i></p>
TRAINING	<ul style="list-style-type: none"> + Advanced training (e.g., training in process improvement tools, change management training; depends on team needs). + Focus area-specific training (e.g., patient safety or improvement tools to address human error-related issues). + In consultation with their sponsors, teams should determine which types of training are appropriate using the examples listed above. 	<ul style="list-style-type: none"> + Focus area-specific training. + Advanced performance improvement training (e.g., deeper data analysis, control charts, improvement methods). + In consultation with their sponsors, teams should determine which types of training are appropriate using the examples listed above.
TEAM PROCESS	<ul style="list-style-type: none"> + Co-leads jointly facilitate team meetings using outcome-focused agendas, effective meeting skills and strategies to engage all team members in discussion and decision making. + Team makes use of huddles to reflect on tests and changes made. + Team collects own data and reviews to see whether changes are helping improve performance. 	<ul style="list-style-type: none"> + Team beginning to move from joint management to self-management, with most day-to-day decisions made by team members. + Unit culture allows team to respond to changes quickly. + Team can move from first local project to next improvement project and can apply more robust changes. + Team measures progress using annotated run charts. + In consultation with their sponsors, member-facing departments are getting direct input from the voice of the customer + Team must spread or adopt a successful practice.
TEAM MEMBER ENGAGEMENT	<ul style="list-style-type: none"> + Unit performance data is discussed regularly. + Large majority of team members are able to articulate what the team is improving and their contribution. 	<ul style="list-style-type: none"> + Team members able to connect unit performance to broader strategic goals of company. + Full transparency of information. + Team is working on tests of change related to staffing, scheduling, financial improvement, and other daily operations issues.
USE OF TOOLS	<ul style="list-style-type: none"> + Team has completed three or more testing cycles, making more robust changes (e.g., workflow improvement rather than training). + Team documents all projects and testing cycles in UBT Tracker at least every 90 days. 	<ul style="list-style-type: none"> + Team using advanced performance improvement training. + Team can move from initial project to next improvement effort, applying deeper data and improvement methods.
GOALS AND PERFORMANCE	<ul style="list-style-type: none"> + Team has achieved at least one target on a key performance metric. + UBT can demonstrate improvements on at least two areas of the Value Compass (to be implemented when UBT Tracker allows projects to be listed under more than one category). 	<ul style="list-style-type: none"> + Team is achieving targets and sustaining performance on multiple measures. + UBT can demonstrate improvements in all areas of the Value Compass (to be implemented when UBT Tracker allows projects to be listed under more than one category). + Team demonstrates a culture of health and safety.