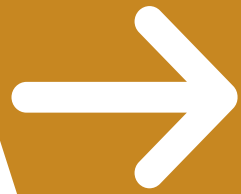




ALLIANCE PATH TO PERFORMANCE

COMPANION GUIDE





CONTENTS

How to Use This Guide3

The 5 Levels..... 4

**The 7 Performance
Dimensions5**

Team Levels 1 to 5 6

Path to Performance16

Resources 18

HOW TO USE THIS GUIDE

The Path to Performance is a consistent way for unit-based teams (UBTs) to understand how to do their work and develop as a team, and how to improve their teamwork. The Path to Performance sets standards in 7 dimensions: sponsorship, leadership, training, team process, team member engagement, use of tools, and goals and performance. Teams move along the path up 5 levels as they meet the criteria for each dimension — with the goal of becoming high-performing.

This companion guide is for unit-based teams that include Alliance-represented workers. It is not intended as a formal assessment tool to determine team levels on the Path to Performance.

Teams and individuals can use this interactive guide to:

Understand the expectations and criteria for each level and dimension.

Learn what is required for your UBT to maintain its current level.

Take action by completing the tasks in this guide for each level.

Develop an action plan for progressing to the next level.

Explore opportunities for team growth and activities.



THE 5 LEVELS

The Path to Performance evaluates a UBT's development from a pre-team climate to a high-performing team.



LEVEL 1: PRE-TEAM CLIMATE

Building a foundation for successful collaboration by identifying leaders and sponsors.

LEVEL 2: FOUNDATIONAL

Establishing structures to engage all team members and learning performance improvement methods.

LEVEL 3: TRANSITIONAL

Demonstrating team member engagement and beginning projects to improve performance.

LEVEL 4: OPERATIONAL

Team members are highly engaged and several successful improvement projects have been completed.

LEVEL 5: HIGH- PERFORMING

Uses advanced performance improvement tools and achieves multiple targets across the 4 points of the Value Compass.

THE 7 PERFORMANCE DIMENSIONS



SPONSORSHIP

- Labor and management sponsors are the go-to people for UBT co-leads.
- They are responsible for providing resources, guidance, oversight and helping to remove barriers.
- Sponsors sign off on UBT assessments and should be regularly communicating with co-leads.
- Strong and engaged sponsorship is a crucial ingredient in moving a team to high performance.



LEADERSHIP

- Stepping up as a co-leader of your department's unit-based team means guiding the team to make your department a great place to work and receive care.
- You'll also help the team develop along the Path to Performance.



TRAINING

- Working in partnership and creating a collaborative, high-functioning team requires specific skills.
- The LMP Learning program ensures UBT members, co-leads and sponsors succeed as high-performing teams or partners.
- Trainings at different levels along the Path to Performance cover topics like problem solving, decision making and performance improvement tools.



TEAM PROCESS

- To foster communication and participation, unit-based teams use processes designed to encourage effective teamwork, like frequent huddles and meetings with clearly defined outcomes.
- Teams also regularly analyze data to ensure their improvement efforts are yielding results.
- Advanced UBTs use more sophisticated approaches, including adopting or spreading successful practices and getting input from Kaiser Permanente members and patients.



TEAM MEMBER ENGAGEMENT

- Established communication system(s) ensure(s) all unit-based team members are familiar with the team's work and can speak up with feedback or their best ideas for departmental improvements.
- They also use partnership methods like consensus decision making and interest-based problem solving in their day-to-day work and decision making.



USE OF TOOLS

- Unit-based teams use tools like the Rapid Improvement Model (RIM+), process mapping and waste walks to identify changes they want to make in their departments, and test their ideas to see whether they work.
- UBTs improve service, quality, affordability and work environment using these performance improvement tools.



GOALS AND PERFORMANCE

- UBTs use the Value Compass, which puts the member at the center of every decision, to focus the team's performance improvement projects on achieving the highest quality, the best service, the most affordable care and the best place to work.



1

LEVEL 1: PRE-TEAM CLIMATE



SPONSORSHIP

- Alliance and management sponsors are identified and introduced to the team.



LEADERSHIP

- Team co-leads are identified, or a process of identification is under way.
- Team has identified a health and safety champion(s).



TRAINING

- Co-lead training has been completed.
- Team has created an initial action plan and keeps it updated.



TEAM PROCESS

- Traditional; not much change evident.
- Team meetings scheduled or first meeting completed.

1

LEVEL 1: PRE-TEAM CLIMATE



TEAM MEMBER ENGAGEMENT

- Minimal.



USE OF TOOLS

- Not in use.



GOALS AND PERFORMANCE

- Team does not have goals yet.

TAKE ACTION >>

Who are your sponsors?

Labor
Management
Physician/Dentist

Who are your UBT co-leads?

Labor
Management
Physician/Dentist

Who is your health and safety champion?

EXPLORE MORE >>

- [UBT Basics](#)
- [UBT Roles](#)
- [How-To Guide: Run Your UBT Smoothly](#)

2

LEVEL 2: FOUNDATIONAL



SPONSORSHIP

- Both sponsors have completed UBT sponsor training.
- UBT charter completed.
- Sponsor agreement completed.



LEADERSHIP

- Co-leads have developed a solid working relationship and are jointly planning the development of the team and facilitating meetings.
- Health and safety champion(s) complete 4-hour champion orientation training. (Alliance only)
- Champion(s) should receive training as early as possible upon gaining the role.



TRAINING

- **NEW** All UBT members complete together, during team meeting time, the interest-based conversations annual refresher training. (Alliance only)
- Team member training completed and ongoing as needed. Team member training includes:
 - Preparing Union Members for Partnership
 - Intro to UBTs
 - Rapid Improvement Model
 - Interest-Based Conversations and Reaching Consensus
 - Effective Stakeholding for Labor



TEAM PROCESS

- Staff meetings operate as UBT meetings (no parallel structure).
- Co-leads jointly plan and lead meetings.

To see a full list of LMP trainings, go to: LMPartnership.org/learning-portal/lmp-curriculum.

2

LEVEL 2: FOUNDATIONAL



TEAM MEMBER ENGAGEMENT

- 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.



USE OF TOOLS

- Team members receive training in Rapid Improvement Model (RIM+), etc.



GOALS AND PERFORMANCE

- Co-leads discuss and present data and unit goals to teams.

TAKE ACTION >>

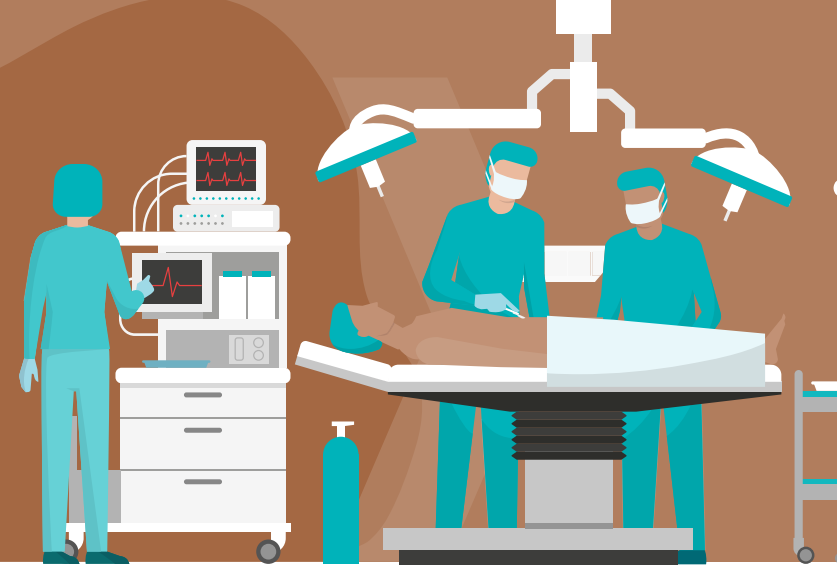
- Stay up to date by taking an LMP class for UBT members. [Sign up on KP Learn](#). (KP intranet)
- Review your UBT's charter and sponsors' agreement. If you don't know where to find this, ask your labor or management co-lead for help.

EXPLORE MORE >>

- [Poster: IBPS and CDM](#)
- [Performance Improvement Methods](#)
- [Poster: Ask Your Sponsor for Help](#)

3

LEVEL 3: TRANSITIONAL



SPONSORSHIP

- Sponsors regularly communicate with co-leads (minimum monthly communication).



LEADERSHIP

- Team members see co-leads as jointly leading the team and team meetings.
- Health and safety champion(s) complete at least 2 health or safety activities in a year (e.g., monthly suggested activities).



TRAINING

- Advanced training completed and ongoing as needed. Examples of advanced training include Business Literacy, Team Leadership for Co-leads, coaching skills, metrics, and advanced performance improvement tools like run charts, 6S and more.
- UBT Tracker training completed.
- Representative team members have completed business literacy training.

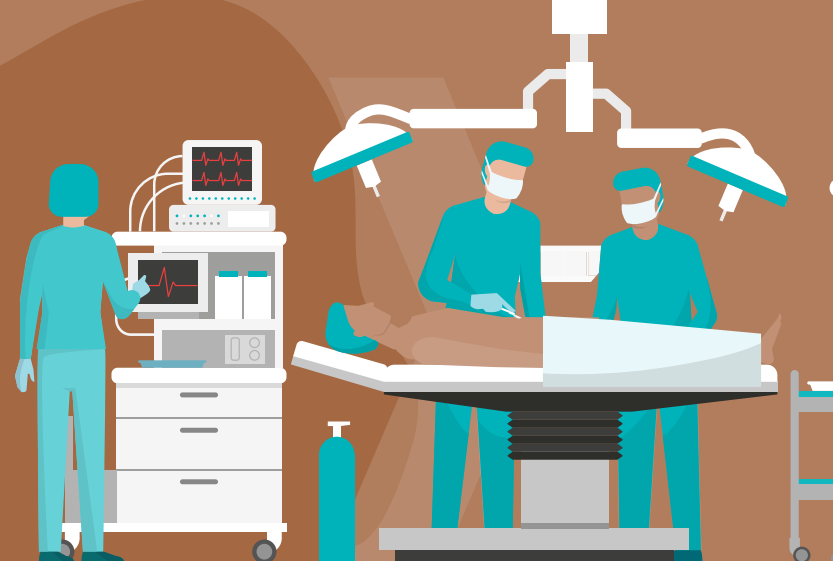


TEAM PROCESS

- 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.

3

LEVEL 3: TRANSITIONAL



TEAM MEMBER ENGAGEMENT

- Team members understand key performance metrics.
- At least half of team members can articulate what the team is improving and are contributing input and/or ideas.



USE OF TOOLS

- Team can use RIM+ and has completed 2 testing cycles within 1 or more projects.
- Team has begun documenting projects and testing cycles in UBT Tracker.
- **NEW** Team may work on equity, inclusion and diversity projects under the Quality category. (Alliance only)



GOALS AND PERFORMANCE

- Team has set performance targets aligned with the unit, department and regional priorities.
- Team should apply an equity, inclusion and diversity lens to all projects and activities.

TAKE ACTION >>

How does your UBT share information and project updates? (check all that apply)

- Monthly team email
 - Huddles
 - Bulletin board updates
 - Full UBT meetings
 - Other (fill in)
- If none, work with your co-leads to establish ways to communicate with team members!

Take the Business Literacy Series training. [Sign up here.](#)

EXPLORE MORE >>

- [UBT Tracker](#)
- [UBT Meeting Report-Out](#)
- [Poster: Action Item Template](#)
- [Total Health and Workplace Safety](#)

4

LEVEL 4: OPERATIONAL



SPONSORSHIP

- Sponsors visibly support teams (minimum monthly contact plus quarterly in-person visit).
- Minimal outside support needed.



LEADERSHIP

- 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 the team.



TRAINING

- Advanced training (e.g., training in process improvement tools, change management training; depends on team needs).
- Focus is on 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.



TEAM PROCESS

- 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 its own data and reviews to see whether changes are helping improve performance.

4

LEVEL 4: OPERATIONAL



TEAM MEMBER ENGAGEMENT

- Unit performance data is discussed regularly.
- A majority of team members can articulate what the team is improving and their contribution.



USE OF TOOLS

- Team has completed 3 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.



GOALS AND PERFORMANCE

- Team has achieved at least 1 target on a critical performance metric.
- UBT can demonstrate improvements on at least 2 areas of the Value Compass.

TAKE ACTION >>

List the project(s) your UBT is working on. Is the focus on affordability or health equity?

Have you taken any advanced training, such as process improvement tools, change management or patient safety?

Yes No Need more info

Suggest an idea for a test of change or performance improvement project.

EXPLORE MORE >>

- [Fish Out Your Root Cause](#)
- [Tips for Tracking Financial Impact](#)
- [Moving on Up: 7 Tips for Becoming a Level 5 Team](#)

5

LEVEL 5: HIGH-PERFORMING



SPONSORSHIP

- Sponsors holding teams accountable for performance and reporting results to senior leaders.



LEADERSHIP

- The team is 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 without both co-leads (this is not intended to supersede the UBT charter).



TRAINING

- Focus is on 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

- Team is beginning to move from joint management to self-management, with most day-to-day decisions made by team members.
- Unit culture allows the team to respond to changes quickly.
- Team can move from the first local project to the 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.

5

LEVEL 5: HIGH-PERFORMING



TEAM MEMBER ENGAGEMENT

- Team is working on tests of change related to staffing, scheduling, financial improvement and other daily operations issues.
- Team members can connect unit performance to the broader strategic goals of Kaiser Permanente.
- Team honors full transparency of information.
- Team establishes a sustainable culture of safety and health.



USE OF TOOLS

- Team is using advanced performance improvement training.
- Team can move from the initial project to the next improvement effort, applying deeper data and improvement methods.



GOALS AND PERFORMANCE

- Team is achieving targets and sustaining performance on multiple measures.
- UBT can demonstrate improvements in all areas of the Value Compass.
- Team demonstrates a sustained culture of health and safety.

TAKE ACTION >>

Working on a staffing project? Check out budget and backfill data, such as:

- department budget and backfill
- status of open positions

Search UBT Tracker for an effective practice your UBT can test.

Has your UBT shared a best practice?









Yes No

How has your team adopted a culture of health and safety?








EXPLORE MORE >>

- [Creating a Process Map](#)
- [How-To Guide: Do a Waste Walk](#)
- [Joy In Work](#)









PATH TO PERFORMANCE

	 SPONSORSHIP	 LEADERSHIP	 TRAINING	 TEAM PROCESS	 TEAM MEMBER ENGAGEMENT	 USE OF TOOLS	 GOALS AND PERFORMANCE
<div style="background-color: #0056b3; color: white; padding: 20px; text-align: center;"> <h2>LEVEL 1: PRE-TEAM CLIMATE</h2> </div>	<ul style="list-style-type: none"> Alliance and management sponsors are identified and introduced to the team. <p><input type="checkbox"/> COMPLETED</p>	<ul style="list-style-type: none"> Team co-leads are identified, or a process of identification is under way. Team has identified a health and safety champion(s). <p><input type="checkbox"/> COMPLETED</p>	<ul style="list-style-type: none"> Co-lead training has been completed. Team has created an initial action plan and keeps it updated. <p><input type="checkbox"/> COMPLETED</p>	<ul style="list-style-type: none"> Traditional; not much change evident. Team meetings scheduled or first meeting completed. <p><input type="checkbox"/> COMPLETED</p>	<ul style="list-style-type: none"> Minimal. 	<ul style="list-style-type: none"> Not in use. 	<ul style="list-style-type: none"> Team does not have goals yet. 
<div style="background-color: #00728f; color: white; padding: 20px; text-align: center;"> <h2>LEVEL 2: FOUNDATIONAL</h2> </div>	<ul style="list-style-type: none"> All sponsors have completed UBT sponsor training. UBT charter completed. Sponsor agreement completed. <p><input type="checkbox"/> COMPLETED</p>	<ul style="list-style-type: none"> Co-leads have developed a solid working relationship and are jointly planning the development of the team and facilitating meetings. Health and safety champion(s) complete 4-hour champion orientation training. (Alliance only) Champion(s) should receive training as early as possible upon gaining the role. <p><input type="checkbox"/> COMPLETED</p>	<ul style="list-style-type: none"> NEW All UBT members complete together, during team meeting time, the interest-based conversations annual refresher training. (Alliance only) Team member training completed and ongoing as needed. For a full list of LMP trainings, click here. <p><input type="checkbox"/> COMPLETED</p>	<ul style="list-style-type: none"> Staff meetings operate as UBT meetings (no parallel structure). Co-leads jointly plan and lead meetings. <p><input type="checkbox"/> COMPLETED</p>	<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. <p><input type="checkbox"/> COMPLETED</p>	<ul style="list-style-type: none"> Team members receive training in Rapid Improvement Model (RIM+), etc. <p><input type="checkbox"/> COMPLETED</p>	<ul style="list-style-type: none"> Co-leads discuss and present data and unit goals to teams. <p><input type="checkbox"/> COMPLETED</p>

PATH TO PERFORMANCE

	 SPONSORSHIP	 LEADERSHIP	 TRAINING	 TEAM PROCESS	 TEAM MEMBER ENGAGEMENT	 USE OF TOOLS	 GOALS AND PERFORMANCE
LEVEL 3: TRANSITIONAL	<ul style="list-style-type: none"> Sponsors regularly communicate with co-leads (minimum monthly communication). 	<ul style="list-style-type: none"> Team members see co-leads as jointly leading the team and team meetings. Health and safety champion(s) complete at least 2 health or safety activities in a year (e.g., monthly suggested activities). 	<ul style="list-style-type: none"> Advanced training completed and ongoing as needed. For a full list of LMP trainings, click here. UBT Tracker training completed. Representative team members have completed business literacy training. 	<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. 	<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 are contributing input and/or ideas. 	<ul style="list-style-type: none"> Team can use RIM+ and has completed 2 testing cycles within 1 or more projects. Team has begun documenting projects and testing cycles in UBT Tracker. NEW Team may work on equity, inclusion and diversity projects under the Quality category. (Alliance only) 	<ul style="list-style-type: none"> Team has set performance targets aligned with the unit, department and regional priorities. Team should apply an equity, inclusion and diversity lens to all projects and activities.
	<input type="checkbox"/> COMPLETED	<input type="checkbox"/> COMPLETED	<input type="checkbox"/> COMPLETED	<input type="checkbox"/> COMPLETED	<input type="checkbox"/> COMPLETED	<input type="checkbox"/> COMPLETED	<input type="checkbox"/> COMPLETED
LEVEL 4: OPERATIONAL	<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"> 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 the team. 	<ul style="list-style-type: none"> Advanced training (e.g., training in process improvement tools, change management training; depends on team needs). Focus is on 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"> 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 its own data and reviews to see whether changes are helping improve performance. 	<ul style="list-style-type: none"> Unit performance data is discussed regularly. A majority of team members can articulate what the team is improving and their contribution. 	<ul style="list-style-type: none"> Team has completed 3 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 has achieved at least 1 target on a critical performance metric. UBT can demonstrate improvements on at least 2 areas of the Value Compass.
	<input type="checkbox"/> COMPLETED	<input type="checkbox"/> COMPLETED	<input type="checkbox"/> COMPLETED	<input type="checkbox"/> COMPLETED	<input type="checkbox"/> COMPLETED	<input type="checkbox"/> COMPLETED	<input type="checkbox"/> COMPLETED

PATH TO PERFORMANCE

 <p>LEVEL 5: HIGH-PERFORMING</p>	 SPONSORSHIP	 LEADERSHIP	 TRAINING	 TEAM PROCESS	 TEAM MEMBER ENGAGEMENT	 USE OF TOOLS	 GOALS AND PERFORMANCE
	<ul style="list-style-type: none"> • Sponsors holding teams accountable for performance and reporting results to senior leaders. 	<ul style="list-style-type: none"> • The team is 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 without both co-leads (this is not intended to supersede the UBT charter). 	<ul style="list-style-type: none"> • Focus is on 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. 	<ul style="list-style-type: none"> • Team is beginning to move from joint management to self-management, with most day-to-day decisions made by team members. • Unit culture allows the team to respond to changes quickly. • Team can move from the first local project to the 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. 	<ul style="list-style-type: none"> • Team is working on tests of change related to staffing, scheduling, financial improvement and other daily operations issues. • Team members can connect unit performance to the broader strategic goals of Kaiser Permanente. • Team honors full transparency of information. • Team establishes a sustainable culture of safety and health. 	<ul style="list-style-type: none"> • Team is using advanced performance improvement training. • Team can move from the initial project to the next improvement effort, applying deeper data and improvement methods. 	<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. • Team demonstrates a sustained culture of health and safety.
	<input type="checkbox"/> COMPLETED	<input type="checkbox"/> COMPLETED	<input type="checkbox"/> COMPLETED	<input type="checkbox"/> COMPLETED	<input type="checkbox"/> COMPLETED	<input type="checkbox"/> COMPLETED	<input type="checkbox"/> COMPLETED

RESOURCES

LMPartnership.org

[UBT Basics](#)

[Understanding the Path to Performance](#)

[Sponsorship](#)

[Leadership](#)

[Training](#)

[Team Process](#)

[Team Member Engagement](#)

[Use of Tools](#)

[Goals and Performance](#)

[KP Learn](#) (KP intranet)