

hank

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FRONTLINE NEWS FOR KP WORKERS,
MANAGERS AND PHYSICIANS



GETTING HEALTHY

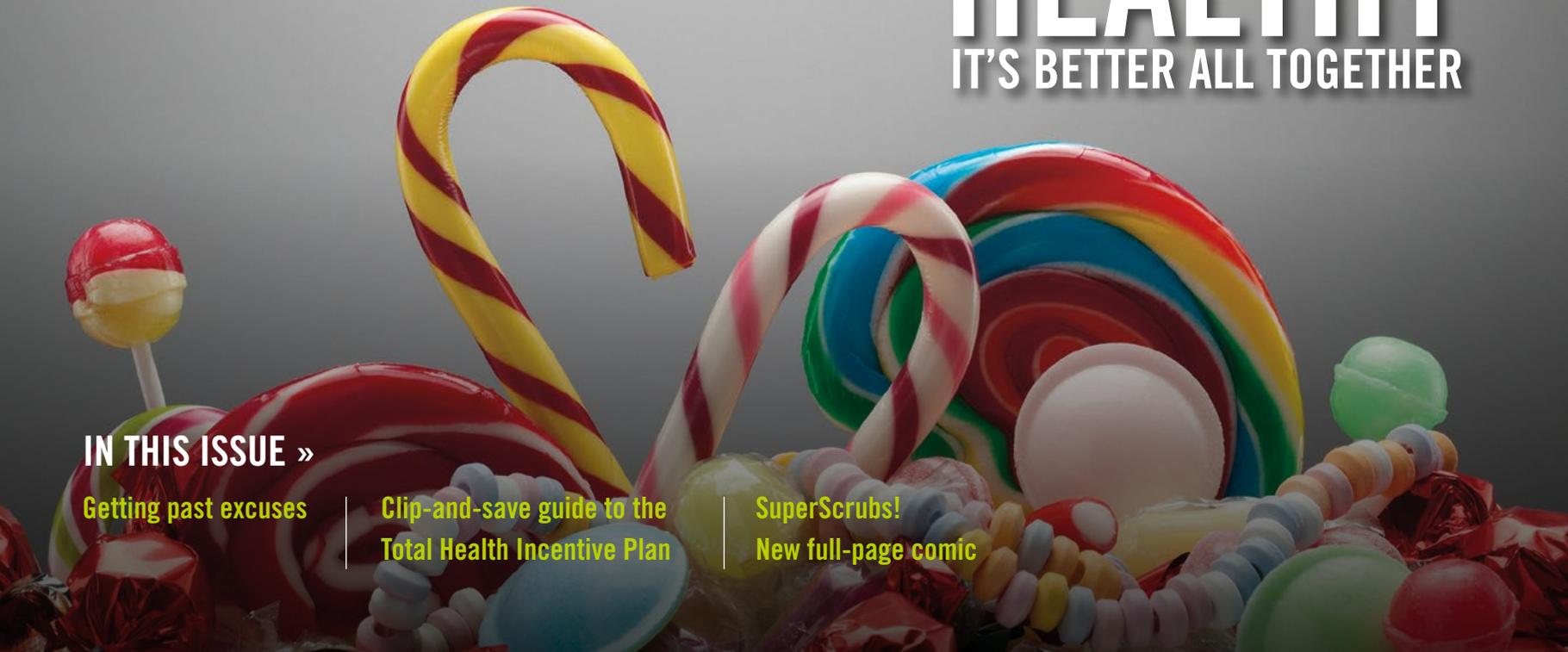
IT'S BETTER ALL TOGETHER

IN THIS ISSUE »

Getting past excuses

Clip-and-save guide to the
Total Health Incentive Plan

SuperScrubs!
New full-page comic





The value of a cloverleaf

An imaginary friend of mine smokes, is decidedly chunky, and has high blood pressure and high cholesterol. His kids nag him about the cigarettes and weight; his wife worries more about the hidden conditions.

This fellow could be any one of many of us, and if he wanted to track his efforts to improve his health, he could use the “cloverleaf” graphic introduced in this issue of *Hank*—a visual summary of the four measures of health at the heart of the new Total Health Incentive Plan.

The cloverleaf has a lot in common with the Value Compass, which illustrates the interconnectedness of service, quality, affordability and the workplace environment. The Value Compass reminds us that improving in one area at the expense of another isn't progress—and that improving in one area frequently leads to improvements in other areas.

So it is with health. If I take up smoking and have a cigarette each time I'm tempted to eat something sweet, I may improve my Body Mass Index, or BMI—but I won't have improved my health. If my imaginary friend starts to make better food choices and ups his exercise, however, he's likely to see improvement across the spectrum of health issues he's facing. By measuring improvement in several areas, the new incentive plan puts the emphasis on bringing the whole person into better balance.

And by putting the focus on collective improvement, the plan recognizes that all of us are making decisions as individuals *in a social system*—a system that can make it harder, or easier, to make better choices. Losing the doughnuts at a breakfast meeting may seem like a small gesture, but many such gestures add up to powerful change. [hank](#)

WHO'S BEHIND HANK?

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Health Is a Team Sport



SuperScrubs 
Introducing *Hank's* new, full-page comic strip



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 Kaiser Permanente's Labor Management Partnership, which has been recognized as a model operating strategy for health care. *Hank* is published quarterly for the partnership's more than 130,000 workers, managers, physicians and dentists. All of them are working to make KP the best place to receive care and

the best place to work—and in the process are making health care history. That's what Henry Kaiser had in mind from the start.

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



AROUND THE REGIONS

COLORADO

Employees in Colorado are well on their way to wellness. The region has had a wellness program since 2004, and for the last four years has had a cash incentive to encourage employees to participate in wellness activities. The results have been positive. From 2009 to 2012, employee obesity rates have dropped from 34 percent to 32 percent. In addition, the prevention index—a composite metric that reflects the percentage of employees who are tobacco free, up to date on preventive screenings for heart disease and cancer, and not obese—has risen, with women improving from a 46 percent rating to 52 percent, and men improving from 44 percent to 50 percent.

a steady diet of healthy recipes, tips and links to blog posts by top executives to show KP and its partner unions' joint commitment to total health.



HAWAII

Safety conversations are sweeping the islands, with every employee in the region striving for at least two conversations per month. Prompted by brightly colored “topic stimulator” cards posted in their workspaces, employees remind, encourage—or cajole—one another with ease. “Sharp attack” cards keep safe needle-handling on point. “Whoa” cards steer employees toward safer patient transport and lifting. “I spy” cards safeguard patient confidentiality by prompting frank discussions about hallway conversations, snooping, unattended computers and the paper-shredding machine. “It certainly has changed our culture,” says Christy Borton, RN, the regional workplace safety champion—and injury rates, which already were low, are staying that way. “We never talked about safety. Now we do, all the time, in the most meaningful ways.”

MID-ATLANTIC STATES

The region's fourth annual Learning Conference will provide opportunities for clinical health educators to enhance their skills. Two days of workshops will provide ways to help them improve their communication skills and leverage the latest patient education technology. Informed and educated patients can participate in

treatment, improve outcomes, help identify errors before they occur and reduce length of stay. This free conference also is for anyone in the region who facilitates or supports learning, including those who will be involved in engaging staff in workforce wellness activities—technical and LMP trainers, consultants, managers and supervisors, and shop stewards. Sessions begin Friday, Nov. 1, in College Park, Md. To view the conference web page and register, go to learn.kp.org and search for KPMAS Annual Learning Conference.

NORTHERN CALIFORNIA

Marcus Barnes and Donna Norton have been named the region's Total Health union champions. The Total Health positions help support implementation of the 2012 National Agreement. Barnes, an OPEIU Local 29 member, works in the regional Claims department. Norton, a member of SEIU UHW, is a licensed vocational nurse at the Vacaville Injection Clinic, serves as an executive board member of SEIU UHW for Vacaville and Fairfield, and is her facility's union co-lead. The pair will work closely with local union leaders and managers to recruit and train local workforce wellness champions, help frontline employees understand the National Agreement's Total Health Incentive Plan, and work to integrate workforce wellness and workplace safety at the front line.

NORTHWEST

Staff in the Northwest are getting healthy and having fun at the same time. At the Beaverton Medical Office, staff members teamed up to lose weight and sweetened the deal with an informal competition.

Those who met their personal goal by the end of the cycle then took part in a drawing for a prize. Overall, staff members at the medical office have lost 89 pounds. If you come by, don't be surprised if you see staff doing Instant Recess®, push-ups in the back office or working in the community garden.



SOUTHERN CALIFORNIA

Panorama City Medical Center has 52 busy “Thrive ambassadors,” who talk to their colleagues about Kaiser Permanente's wellness programs. They also recently started one community walk per month, raising awareness and funds for Alzheimer's disease, victims of violent crime and other causes. Holly Craft Moreno, who is quoted in the cover story of this issue of *Hank*, says the group is always recruiting new ambassadors—adding that it's not necessary to be a “rock star who does a triathlon every day.” The willing are welcome, she says: “Some of us can't walk as fast as others. There is always someone on our team who will slow down, too.” hank



GEORGIA

The Georgia region used its social media channels, including Facebook, Twitter, Instagram and Pinterest, to showcase employees, physicians and executives who mobilized for the Atlanta 2-Day Walk for Breast Cancer in October. Photos of giant, costumed characters “Doc Broc” and “Nurse Blueberry” filled the region's news feeds, along with pictures of KP's walkers and supporters. By using hyperlinks and hashtags, KP's teams could connect with others involved in the event to generate online buzz for the walk. “Doc Broc” also appears at the KP-sponsored farmers' market at Piedmont Park and other events. When not tracking the cruciferous crusader, the social media pages keep

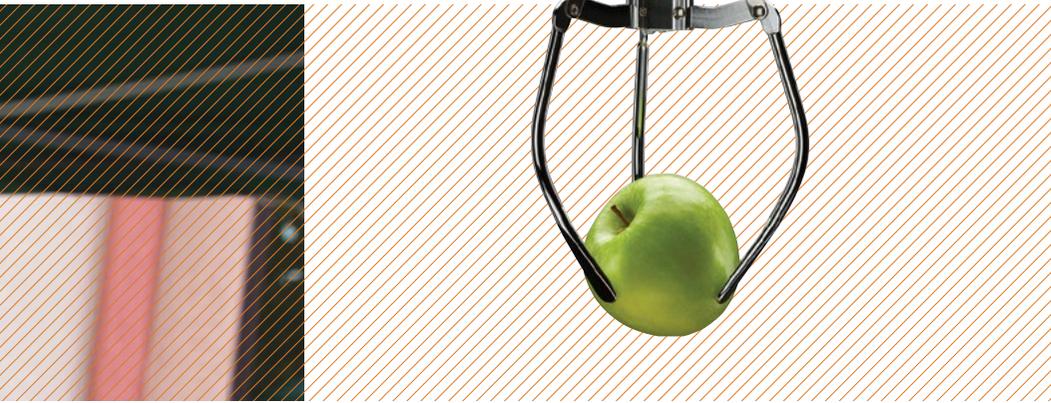


GETTING HEALTHY

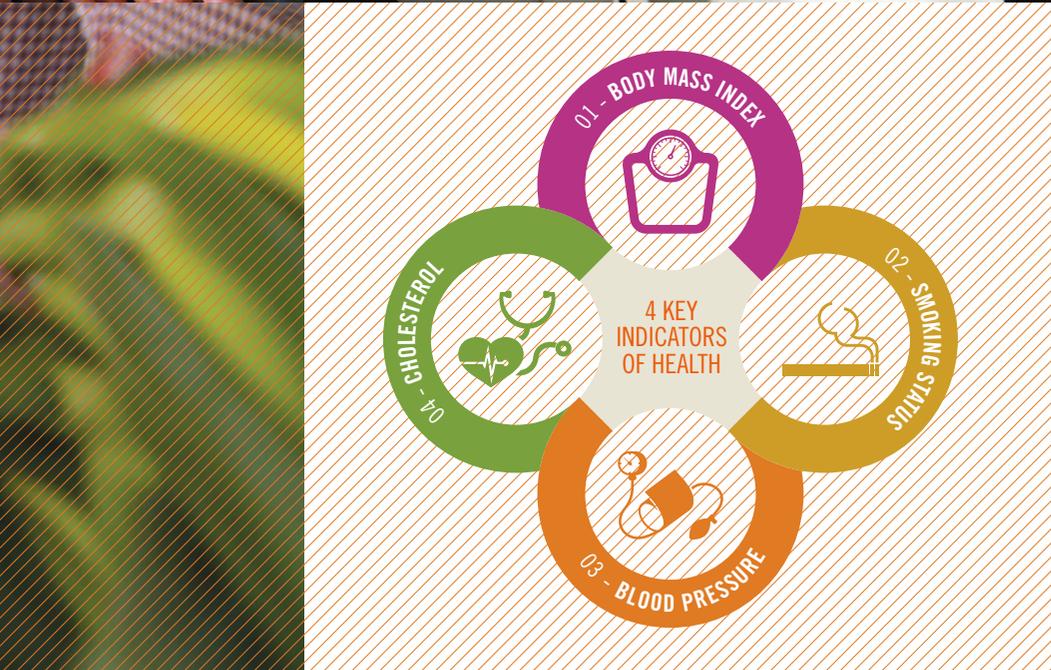
IT'S BETTER ALL TOGETHER

Article by:
LAUREN LAZAROVICI

Fresh and convenient: More than 50 Kaiser Permanente facilities now host weekly farmers' markets, giving employees and patients alike easy access to locally grown, often organic produce. Rebecca Gillette (above), an EVS aide, selects some greens at the San Francisco Medical Center's market.



Our choices on matters of health are greatly influenced by our culture and environment—and the new Total Health Incentive Plan takes that into account



Holly Craft Moreno was a medical assistant in a geriatrics department. But she'd occasionally put in a few overtime hours at the infusion clinic at her hospital. One day, a young woman—a woman who was her father's only daughter, who had not yet had children herself—came to the clinic for an infusion. Her prognosis was grim. As Moreno checked the patient in, she thought to herself, "This might have been prevented by a Pap smear."

And when her shift ended, Moreno says, "I walked down the hall and scheduled an appointment with my ob/gyn."

That day six years ago was the start of Moreno's journey as a wellness champion at the Panorama City Medical Center in Southern California. A member of SEIU UHW, she's been active in rallying her colleagues toward better health. One of her first projects was putting together a "Passport to Thrive," a brightly colored checklist for recording the dates of preventive screenings and key health measures such as blood pressure and cholesterol.

This fall, efforts like hers are taking a giant leap—or perhaps Zumba shimmy—forward with Kaiser Permanente and the Coalition of Kaiser Permanente Unions announcing the details of a new Total Health Incentive Plan, the broad outlines of which were negotiated as part of the 2012 National Agreement. (Non-represented employees and most managers also will be included in the program.)

The plan is a bold, unprecedented step that acknowledges that ill health is not solely the result of individual choices and that chronic illnesses, which drive much of the high cost of health care, must be addressed collectively. It recognizes an employer can do a lot to support employees in creating better health habits.

"We've created a groundbreaking program around the health of our workforce, and it will have a legacy for decades to come," says Kathy Gerwig, KP's vice president of Employee Safety, Health and Wellness. "By building a community of support throughout the organization, we're hoping it will be easier for healthy individuals to stay healthy—and that it will be easier for those with health risks and conditions to get the resources needed to improve."

The program will track the overall progress of those covered by the incentive plan, region by region on four key indicators of health—body mass index (BMI), smoking status, blood pressure and cholesterol. There will be a payout of \$150 if 85 percent of managers and employees in a region have up-to-date

[continues on page 6]

GETTING HEALTHY

IT'S BETTER ALL TOGETHER

◀.....[continued from page 5]

Support and encouragement: Inspired by a colleague who used the total health assessment as a springboard for dramatically improving her health, the pathology lab staff at Roseville Medical Center (below) regularly walks the campus perimeter together. Corie Hancock (opposite page), a Security department manager, shops at San Francisco Medical Center's weekly farmers' market. At the San Mateo Medical Offices, the Family Medicine team—the subject of a story on page 12—created a competition to encourage staff to get more exercise; Kara Heryford (opposite page, below), a Family Medicine medical assistant and member of SEIU UHW, stretches her quads before returning to work.



health screenings by year-end 2014 and another \$150 if 75 percent take the total health assessment (THA). If both those goals are met, there's another \$200 if a group's biometrics improve by at least 1.7 percent and there is no decline in any of the four areas being measured. (See page 9 for a "clip-and-save" guide to the plan.)

Taking the THA—a confidential, online questionnaire that helps a person take stock of a wide range of issues affecting his or her health and offers personalized advice—can be a first step toward the improvements the plan aims for.

"You probably know if you aren't eating enough vegetables or if you're drinking too much—but the THA helps you become more immersed in creating an environment and awareness of healthy living," says Cynthia Beaulieu, the union coalition's Total Health labor lead in the Northwest region. As a result, she says, "you're more likely to participate in it."

The incentive program has been derided in some quarters, but most are applauding the effort to confront the prevailing belief that an individual's choices on matters of health are independent of the culture and environment that person lives in.

"The forces are too strong for any one person or organization to do it alone," says Roger Benton, the Healthy Workforce practice leader for the Southern

California region. "There are unhealthy negative influences that we all get caught up in—stress, sedentary lifestyle, food choices—all of which lead to chronic illnesses."

Shared interests

Like many other aspects of the Labor Management Partnership, the creation of the Total Health program came about because of a shared interest between management and labor: Improving the health of the workforce is a priority.

As SEIU UHW President Dave Regan points out, "If current trends continue, by the year 2021, 15 percent of Americans will have diabetes; one-third of our population will be pre-diabetic."

The human and financial costs would be catastrophic—but can be avoided if a joint campaign to improve the health of workers succeeds. So in part, Total Health is a response to the high cost of health care.

"The employer told us the cost for health care for union members is too high," says Walter Allen, the executive director of OPEIU Local 30 who is serving as interim director of the coalition. "The choices are A) shift more of the cost to workers or B) bring down the cost. We will take plan B. The main way to keep costs down is for people to be healthier and require less care. An incentive is a way to start people off—above and beyond the reward of being healthier."

By lowering costs, the organization's financial picture improves, which helps ensure KP's success and longevity. Improving the health of our large employee population group also would demonstrate to other employers the value of this approach.

In exchange, KP "will leave cost sharing as it is," says Allen, noting that at a time when many unions reluctantly were accepting concessions in their contracts, health insurance benefits for union coalition members remained unchanged in 2012 bargaining.

"We made a commitment, and now we have to come through," Allen says.

Leading by example

But Total Health is more than the sum of economic interests. It's about how KP and the coalition are leading the way to shift the culture of workplaces toward wellness. Frontline caregivers know they need only look in the mirror to see they suffer from many of the same ills as their patients. It's time to lead by example.

"Healthy health care workers make for healthy communities," says Stacey Anderson, an imaging assistant and UFCW labor partner at Sunnyside Medical Center in the Northwest. "I believe we can set the standard for others to follow."

'We've got to create a culture where doing the right thing is the easier thing to do.'

—SYLVIA SWILLEY, MD, healthy workforce champion, Downey Medical Center



At KP, the growing emphasis on employee wellness is a natural complement to the preventive care model.

“We’ve got to create a culture where doing the right thing is the easier thing to do,” says Sylvia Swilley, MD, the physician Healthy Workforce champion at Downey Medical Center in Southern California, where Pop Chips (120 calories per bag) recently replaced Fritos (160 calories per bag) in the vending machines. “We can’t serve stuff in our cafeterias that we tell members in their health education class not to eat. We have to be the face of how to do it right.”

While many workforce wellness programs reward—and punish—individuals for their success or lack thereof, the KP plan will calculate results at the regional level.

“Some people will see it as unfair,” says Elba Araujo, a pharmacy assistant at Los Angeles Medical Center and UFCW Local 770 member. After all, the person who keeps smoking and gains weight might end up with the same bonus as the person who quits smoking and lowers her cholesterol. “But if people see results,” she says, “they will want to get involved.”

By offering programs such as KP Walk, Mix It Up and the total health assessment, Kaiser Permanente is doing its part, says union leader Allen. In return, he says, the unions are saying, “We will do our part; we will educate our members.”

And they’ll help change habits, too—Local 30 no longer serves junk food at monthly steward meetings, for example.

“We are in health care. We have to take care of ourselves,” says Judy Coffey, a senior vice president and area manager of the Marin-Sonoma Service Area in Northern California, who helped negotiate the plan. “Wouldn’t it be great to be able to say our employees have lowered their cholesterol, their blood pressure, their BMI?”

It’s true that the Total Health Incentive Plan—and a healthier workforce—will benefit Kaiser Permanente, says pharmacy assistant Araujo.

“But it will help the individual more,” she says. “It helps the patient, the company and yourself.” hank



TIPS AND TOOLS

Taking the Total Health Assessment

Knowing your current health status is an important starting point. The total health assessment (THA) is a quick and easy online tool that in just 20 to 30 minutes creates a health action plan just for you. The THA is voluntary and confidential and can help you understand how behavior affects health.

After you complete the questionnaire, the program uses your answers to create a personalized action plan with steps you can take to improve your health.

If you “know your numbers”—your height, weight, cholesterol and so on—you’ll get an even more customized plan. However, you don’t need all your numbers to get personalized action steps.

To take the THA, go to kp.org/hwf. To get the more customized action plan, have the following numbers handy:

	_____	Height
	_____	Weight
	_____	Waist measurement
	_____	Blood pressure
	_____	Total cholesterol
	_____	HDL cholesterol
	_____	LDL cholesterol
	_____	Triglycerides
	_____	Blood sugar

Information from your most recent doctor’s visit and lab tests is available at kp.org/myhealth manager. Contact your doctor’s office or visit kp.org if your information is out of date.



On local farmers’ markets



NURCELYN MOORE
Medical assistant, SEIU UHW
Oakland Medical Center

I buy veggies, fruit and flowers. The vegetables are very fresh. They cost a little less in the store, but it’s better here because they’re fresher.



KERRY LITMAN, MD
Family Medicine physician
Fontana Medical Center

We’re helping the local farmers, our employees are getting healthier and even our patients are coming by. Often our patients will schedule appointments so that they can visit the farmers’ market. You are what you eat, after all.



ROSA TORRICO, RN
UNAC/UHCP, Orthopedics
Fontana Medical Center

It’s easy. It’s accessible. It’s fresh. There is no doubt it’s good produce. For anyone who has thought about being healthier, our farmers’ market gives them a great start in that direction.



HOPE MOLINA
Medical assistant, SEIU UHW
San Francisco Medical Center

I take pride in cooking for my family, in cooking fresh vegetables. Farmers’ markets are good for patients also. It’s a treat to be able to just walk up the street to the farmers’ market and then go home and cook. It saves time.



JULIE SEIFERT
Physician assistant
San Francisco Medical Center

I’m 52 and I weigh less than I did in high school. I practice what I preach. All my patients get the “plant-based (diet) lecture.” The farmers’ market is one of the better things that Kaiser does for its employees. It’s convenient, and the prices are better than at the grocery store.

SUSAN MILES: Getting past excuses

JOB TITLE:
Ambulatory Nursing Director

FACILITY:
Ontario Medical Center

REGION:
Southern California

A year ago, **Susan Miles** bid farewell to her diabetes medication—five insulin injections a day, one at each meal and two at bedtime—and cut her dosage of cholesterol-lowering statins in half. And she was only partway down the road toward improving her health.



Fat summer, skinny summer

Miles, an RN, always had a weight problem: “I’d have a fat summer, then a skinny summer.” She earned her bachelor’s and master’s degrees in nursing and moved up the career ladder at Kaiser Permanente. But the married mother of two children found it increasingly hard to take care of herself.

“I just didn’t feel good,” she says. “I loved my job, but it was getting harder to do. I had lost my mojo.”

More than two years ago, she tried taking the total health assessment (THA) but raced through it: Yes, her body mass index, or BMI, was almost 38, and of course, she had high cholesterol.

But when the statins got added to her medication regimen, she decided “it was my time to do something.” In February 2012, Miles enrolled in the weekly weight loss class offered at the Ontario facility. She retook the THA—slower—and “entered each and every line.”

“It puts a spotlight on all of your health issues,” says Miles, who used her THA statistics to help monitor her progress. In 16 weeks, she had shed 38 pounds. Her husband lost a few pounds, too,

as he mirrored her eating. And the couple began taking weekday bike rides, breaking the cycle of “dinner, chores, bed”—with the bonus that they “rediscovered” each other.

Taking advantage of what’s available

Kaiser Permanente stands out in the field for focusing members on preventive health care and healthy eating, says Miles, who is quick to recommend KP programs—which helped her “reframe how I think about food”—to colleagues who marvel at her transformation.

“I haven’t stopped living, or eating,” she says. “We forget we are members too, not just employees. We need to take advantage of the programs we have. I really appreciate having KP physicians and dietitians at your fingertips to help you when you need it.”

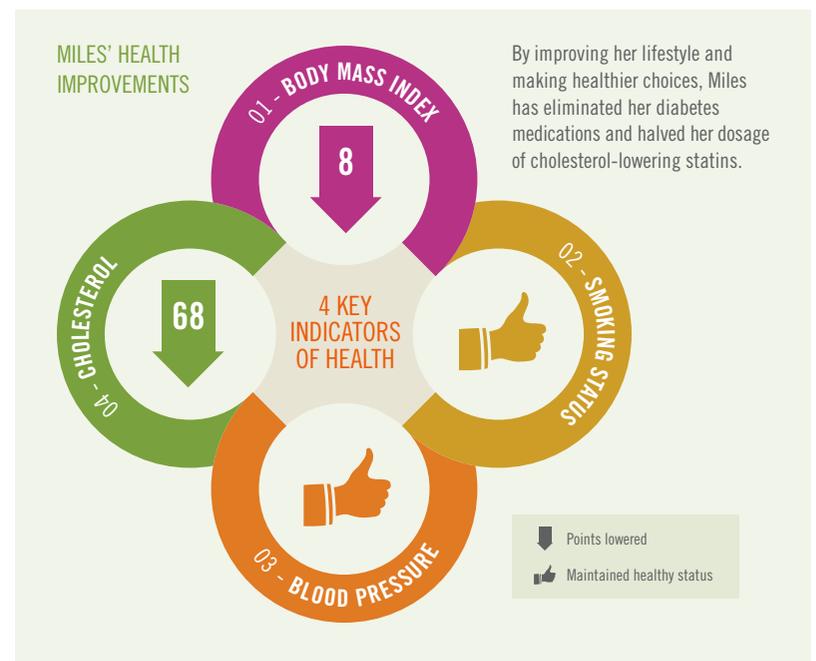
From Miles’ perspective as a manager and an administrator, a healthy workforce is a happy and productive workforce.

“We depend on everyone being healthy and present,” she says. “We need to be models of that for our members.” 

Article by:
 ANJETTA McQUEEN

“I know all about excuses. I’ve used the best of them,” says Miles, who’s been at Kaiser Permanente for 34 years. Miles, 60, tapped into the company’s tools and support systems—and her own willpower—to change her life for good. Despite her bad back, herniated disc and an arthritic knee, she has lost 94 pounds, changed her relationship with food and grown closer to family and co-workers.

“That’s really me,” she says, pointing to a picture on her desk of a much heavier woman.





A clip-and-save guide to the Total Health Incentive Plan

Know your numbers—it's the first step to better health and to collecting a cash bonus

In business they say it's all about the numbers. The same is true for Kaiser Permanente's new Total Health Incentive Plan. And the first number to know is 500—as in \$500.

That's how much cash every eligible employee—frontline workers represented by a union in the Coalition of Kaiser Permanente Unions, non-represented employees and most managers—can pocket if they collectively meet the three goals established by the plan.

But the bigger prize is better health.



STEP 1: Take the THA

WORTH: \$150

The first thing everyone can do to help qualify all eligible participants for a bonus is to take the confidential, online total health assessment. If 75 percent of eligible employees in each region take the THA by year-end 2014, all covered employees in the region get a \$150 bonus.

Cholesterol and blood pressure levels from your most recent KP doctor's visit and lab tests are available on kp.org/myhealthmanager. See "Past Visit Information" for BMI and blood pressure readings; see "My Test Results" for cholesterol and other readings. (See page 7 for more on taking the THA.)



STEP 2: Up-to-date screenings

WORTH: \$150

The plan also calls for people to maintain up-to-date health screenings: smoking, total cholesterol, body mass index (BMI) and blood pressure. If 85 percent of eligible employees in each region maintain up-to-date screenings by year-end 2014, all covered employees in the region get a \$150 bonus.



STEP 3: Maintain or improve

WORTH: \$200

The last goal involves maintaining or improving your status on the four key health metrics: smoking, total cholesterol, BMI and blood pressure.

If the eligible employees in a region meet the targets in steps 1 and 2, and they achieve a collective average improvement of at least 1.7 percent across the four health factors by year-end 2014—and there's been no decline in any of the four areas—all covered employees in the region get an additional \$200 bonus.

It's your choice. But knowing your numbers is good for you and good for your pocketbook.

In addition to the seven geographic regions, Program Offices and KPIT will be considered a region for the purposes of the plan.



Healthier choices: Susan Miles (opposite page), the Ambulatory Nursing director at Ontario Medical Center, shows off a photo of the running shoes she has treated herself to, using them as an incentive and reward in place of food. At Baldwin Park, call center appointment clerks (above, left to right) Abygail Vargas, Letisia Medina, Marlene Gamez, Tina Chavez and Carolina Meza, all members of SEIU UHW, get away from the phones for a few minutes with an Instant Recess® break. When it comes to snacks, fruit is replacing cookies and chips.


\$500

THE POTENTIAL AMOUNT RECEIVED FOR MEETING THE THREE GOALS ESTABLISHED BY THE TOTAL HEALTH INCENTIVE PLAN

 **IMPORTANT PRIVACY NOTICE:**

All identifying information will be stripped from the health metrics data and no individual health data will be disclosed.

MAUREEN FOX: Root for yourself!

JOB TITLE:
**Improvement advisor,
Regional UBT Resource
Team; LMP trainer**

REGION:
Northwest

Maureen “Moe” Fox, RN, is a member of the UBT Resource Team in the Northwest region, helping teams with process improvement, and also teaches regional LMP classes. She credits her exercise routine with giving her the energy to keep up with her busy life as a working woman, wife and mother of three boys.

Q + A

Interview by:
JENNIFER GLADWELL

“**You gotta move**”: Moe Fox leads union members in a flash mob performance of Beyonce’s “Move Your Body” in front of Grauman’s Chinese Theatre on Hollywood Boulevard at the 2012 Union Delegate Conference (opposite page). The message was a simple one: Health care workers are total health leaders.



NUMBER OF HALF-MARATHONS
FOX HAS RUN

Moe, you have a ton of energy. Where does that come from?

Like most working moms, my life is busy. I try to eat foods that will fuel me, drink lots of water and exercise. I’m a Jazzercise instructor two days a week, and the other days I run. Exercise helps me keep up my energy level as well as maintain strength and balance. I think I’d be less optimistic and more stressed out if it weren’t for my daily exercise routine.

I notice you have a lot of ribbons and medals—what are those from?

I always wanted to run but thought my size would be a problem. As I began my weight-loss journey a few years ago, I added running as an extra way to burn calories. A new friend and fellow novice runner convinced me to sign up for my first 5K (3.1 miles). Finishing that race was such a huge accomplishment. It took months to train for and required a lot, both physically and mentally.

I was hooked. Since then, I’ve done multiple 5K to 15K races, 16 half-marathons (13.1 miles) and finished my first marathon (26.2 miles) on Dec. 31, 2012. The problem with running is that it’s addictive!

What started you on your wellness journey?

I’ve been active my whole life, lettering in high school sports and playing on teams as an adult. I’ve also been “bigger” my whole life. I started doing Jazzercise in 1999 and became an instructor seven years ago. Despite my best efforts, it seemed that the weight I gained with my last son was not going to budge. I had actually come to accept it—the whole “as long as I can buy cute clothes, I’ll be fine” thing.

About five years ago, I found that I couldn’t keep up with the students in my Jazzercise class. I would get to the most intense part of the workout and feel like I was dying. I knew something

had to change. I made a plan and set a date to start. I started counting calories and recording everything I ate with an online journal. I also took the total health assessment and that prompted me to get my labs done, which is how I found out about my elevated cholesterol level.

We are at an advantage at Kaiser Permanente because the labor unions and the health plan are willing to put their money where their mouth is—pun intended. I joined a Mix It Up team in the spring, and the weekly emails are full of helpful and positive tips. If the total health assessment and accompanying healthy living programs can help an employee get interested in getting healthy, it’s a step in the right direction.

What was it like to lead the flash mob at the 2012 Union Delegate Conference in Hollywood?

Oh my goodness, that was the best thing ever! I was so in my element. I love dancing and I love getting



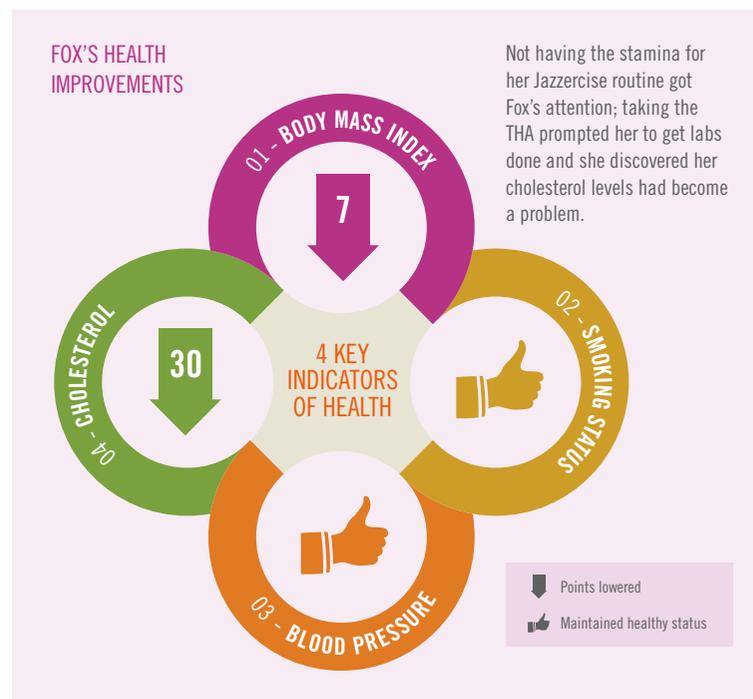
other people to dance. It was a bit of a game changer for me, because up to that point, I hadn't ever thought of myself as a leader for physical fitness and healthy living. I had people coming up to me by the end of the conference who were vowing to make life changes. I spoke with some of them at this year's conference and some have stayed true.

What advice would you give someone who is trying to get healthy?

Get help and support. If you have a friend who understands and your family's on board, it really helps, even if they aren't changing anything. Make a (food) plan. Know what you'll do for weekends, family events, parties and nights out. If you bite it—even on a bad day. Also, I have to have something sweet every day—just a little something sweet. Know when you'll exercise and what you'll do and for how long. It's important

to move every day, even if only for a few minutes. You need to have an exercise plan that is realistic and fun. If you love to dance, dance. If you love to ride a bike, ride a bike. Cheat a little. I don't count calories on the weekends or for special occasion meals. Reward yourself for reaching

milestones. Lastly, find ways to de-stress and be kind to yourself. You're not ready for the journey if you're going to punish yourself through it. It's hard enough on its own. Don't make it harder by not rooting for your own team. **hank**



On the Total Health Incentive Plan



REBECCA GILLETTE
EVS, SEIU UHW
San Francisco Medical Center

It's not just about eating better, it's about feeling better. Incentives always help. Actions speak louder than words—and this is action.



CORIE HANCOCK
Training manager, Security
San Francisco Medical Center

Healthy eating and exercise contribute to a healthy attitude. Being healthy is the best incentive, but I couldn't say no to a payout.



STACEY ANDERSON
Imaging assistant
UFCW labor partner
Sunnyside Medical Center

We should all take responsibility for our own health—but it feels good when not only does my doctor care about my health, but my employer, Kaiser, does as well. Healthy Workforce and initiatives like Thrive Across America have engaged me and other co-workers to walk more and record our time. We support each other. I've been made more aware to challenge myself physically more at work and at home. Healthy health care workers make for healthy communities. I believe we can set the standard for others to follow.

'You're not ready for the journey if you're going to punish yourself through it.'

—MOE FOX, RN

PDSA »

Each issue, *Hank* features a team that has successfully used the “plan, do, study, act” (PDSA) steps of the Rapid Improvement Model (RIM). Find out about other teams’ successful practices and learn more about how to use the PDSA steps by visiting LMPartnership.org/ubt.



Article by:

CASSANDRA BRAUN

FEATURED DEPARTMENT
**Family Medicine, San Mateo
Medical Offices**

REGION
Northern California

VALUE COMPASS
Best Place to Work



SMART goal

Improve employee wellness by June 2013 by encouraging employees to voluntarily increase how much exercise they get every week, with a stretch goal of 150 minutes of exercise per person per week.

Metric

Number of exercise minutes logged, from 0 to 150 minutes per week

Team co-leads

Dan Teng, MD; Sandi Parker, medical assistant, SEIU UHW; Jill Manchester, manager (*shown above, from left to right*)

Successful small tests of change

- » Employees divided into four- or five-person teams and logged the total number of exercise minutes completed by a team each week
- » Teams that completed the most exercise minutes or most days of exercise won prizes

Result

At the start of the team wellness project in March 2013, roughly half of the Family Medicine employees participated. By end of August 2013, nearly 100 percent of the team logged some form of exercise every week.

Next step

The project officially ended in August, but team members hope to continue exercising weekly. The team is laying plans for a series of day hikes that employees can attend outside of work.

Tools

The total health assessment and the online KP Walk program. “I would have done the exercise no matter what,” union co-lead Parker says. “But things like KP Walk helped people.”

Biggest challenge

Collecting the weekly data from all 65 members of the staff.

'It was much more successful than we thought. People were more engaged.'

—SANDI PARKER, medical assistant, SEIU UHW

PERCENT OF TEAM MEMBERS
LOGGING EXERCISE EVERY WEEK



~50%

BEFORE



~100%

AFTER

Advice to other teams

Use Excel or a similar software program to make tracking data easier.

What they would do differently next time

Establish a team-based approach to exercise from the beginning. "It was much more successful than we thought. People were more engaged," Parker says.

Background

Working on the unit-based team's wellness project was a natural fit for medical assistant Sandi Parker. Outside of work, Parker is also a personal trainer. So when asked to

develop the team wellness project, Parker ran with it, so to speak.

With support from physician co-lead Dr. Teng and management co-lead Manchester, Parker created a contest she thought everyone could get involved in—even those who didn't necessarily consider themselves "exercisers."

People were asked to log up to 150 minutes of exercise of their choice each week. Initially, the project called for individuals to record their daily minutes of exercise on a log sheet posted in the department's break room. But they were seeing low rates of involvement.

"The people who already exercised were exercising more, and the non-exercisers weren't exercising," Parker says. "I thought, 'How can I motivate the non-exercisers to exercise?'"

She decided to try organizing people into teams. To make it fun, folks chose movie titles for their team names.

The team dynamic helped get everyone moving. Team members supported and encouraged each other. Many team members now regularly walk together during lunch or attend yoga classes outside of work.

The benefits were many. Staff members reported that:

- » Their stress levels decreased.
- » They felt better emotionally.
- » Co-workers bonded and developed better teamwork.
- » They got in better shape.

» The competition was fun and gave them an incentive to increase how much they were exercising.

"It has collectively gotten us moving," says Dr. Teng. "I know personally it got me to exercise regularly. It made me focus on making it a priority."

More importantly, Dr. Teng says, there are intangible benefits that go beyond the physical, emotional and psychological.

"Things like this are really important," he says. "In a big organization like this, it's hard to have that small-town feel. This helped create that feeling of a team." hank



USE THE ONLINE STORYTELLING TOOL

Read the story our team wrote at LMPartnership.org/storytelling to learn more about what we're doing. While you're there, use the online tool to share your UBT's success story with other teams!



On healthy eating and getting healthy



EFFROSINI KOUTSOUKIS
EKG tech, SEIU UHW
Oakland Medical Center

I'm all for organic, healthy living. I'm from a Greek background. There's a Greek island called Ikaria, it's one of the "blue zones," where people live very long lives. This is the Mediterranean diet—fresh vegetables and a lot of fish. I'm looking for dandelions (at the farmers' market). I take dandelion greens, boil them, rinse them, then boil them again, then add olive oil, lemon and sea salt. It's delicious!



MARC NELSON, MD
Oakland Medical Center

Actually I virtually never shop (at the farmers' market), because I grow all my own vegetables! But, my tomatoes have run out, so I'm getting some fresh ones for my wife before I leave town. In critical care transport, the doctors used to bring in candy on Fridays, but now we bring in fresh fruit from the farmers' market instead. It's one of the best things for the department!



MARK CHEN, MD
Internal Medicine
San Francisco Medical Center

Eating better, finding joy in cooking fresh vegetables, motivates me to take care of myself differently than my father, who died of a heart attack at a young age.



JAMIE ANTOINE
Medical assistant, SEIU Local 49
Beaverton Medical Office

I have started working with a free health coach, eat six times a day every two to three hours and drink a lot of water. I have lost 95.1 pounds since Jan. 19, 2013, and have also become a health coach to help others as well—which helps keep me accountable on my journey.

WHO'S THAT PERSON?

In each issue of *Hank*, we will feature someone prominent from Kaiser Permanente on the front cover.

CAN YOU NAME THIS PERSON? 



HANK LIBS: Healthy and happy

DIRECTIONS: Before reading on, hand this to a fellow employee and ask him or her to read aloud the description for each blank and write the answer you give in the space.

Getting _____ is good for us,
(adjective)
our patients and the _____.
(noun)

It's pretty easy to get _____.
(verb "past tense")

Taking the total health _____
(noun)

is a good place to start. Making

_____ changes to your diet like
(adjective)

getting five servings of _____
(plural noun)

and _____ a day is another
(plural noun)

easy fix. Put some extra _____
(noun)

in your day by _____ the stairs
(verb "ing")

or choosing a parking _____
(noun)

at the far end of the lot. Unleash your inner

_____ with _____
(noun) (adjective)

Recess—crank up the tunes and bust

a _____ for a few minutes.
(verb)

Encourage your co-workers and friends and

have fun!

WORD SCRAMBLE: Getting healthy

DIRECTIONS: To find the Total Health phrase, unscramble each of the clue words. Then copy the letters in the numbered cells to the corresponding cell in the bottom row.

NESWSLLE

					8		
--	--	--	--	--	---	--	--

VIETRH

18	9				
----	---	--	--	--	--

SSNREEGICN

						1			
--	--	--	--	--	--	---	--	--	--

LEHCOLSORTE

						2			14	12
--	--	--	--	--	--	---	--	--	----	----

DOBY SMAS XNDEI

						10	3						
--	--	--	--	--	--	----	---	--	--	--	--	--	--

GIOKSNM STSATU

						15		6		13		
--	--	--	--	--	--	----	--	---	--	----	--	--

BOOLD PEERSSUR

4	11						20	19						
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TOYPAU

					7
--	--	--	--	--	---

TYSLELFEI

			5		17			16
--	--	--	---	--	----	--	--	----

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
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MEETING ICEBREAKER: Team superheroes

PURPOSE: This team-building and brainstorming activity helps teams recognize the individual—and collective—power of imagination.

INSTRUCTIONS: Give the scenario that everyone in the room is a superhero and can possess an imaginary superpower (give examples such as flying, speed, X-ray vision) for the day. Ask individuals to write down on a notecard what superpower they would choose. Break into small groups and have the members share their powers with one another and discuss how—using all of their group’s powers—they would complete a task or project specific to their workplace.

STEP ONE: Each person introduces his or her superpower and explains why it was chosen.

STEP TWO: Each group works on the question of how to use everyone’s superpower to tackle a chosen task or project. Be sure that the group members use all the superpowers in their group.

Participants can vote on the most creative group or simply enjoy the creativity.

TRIVIA QUESTION

The physician to King Louis XIV of France performed the first documented blood transfusion done with a human patient in 1667. What was the source of the blood?

WHERE'S THE MISTAKE?

In each issue of *Hank*, there will be a purposeful mistake hidden somewhere in the pages. Can you find it?



FOR EXAMPLE:

Clock is turned

upside down.

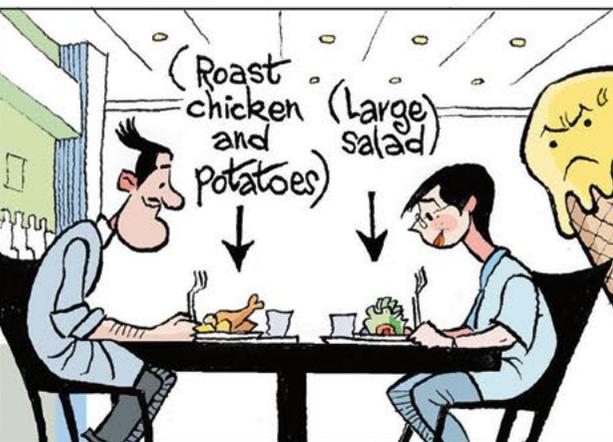
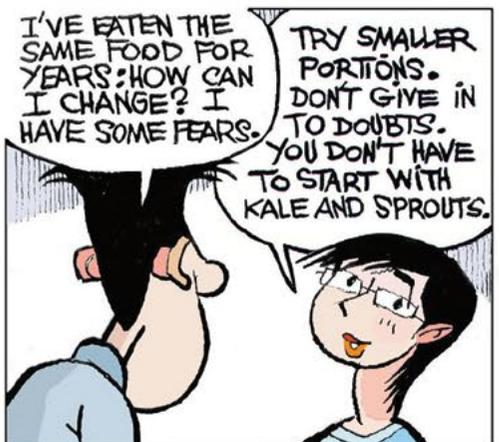
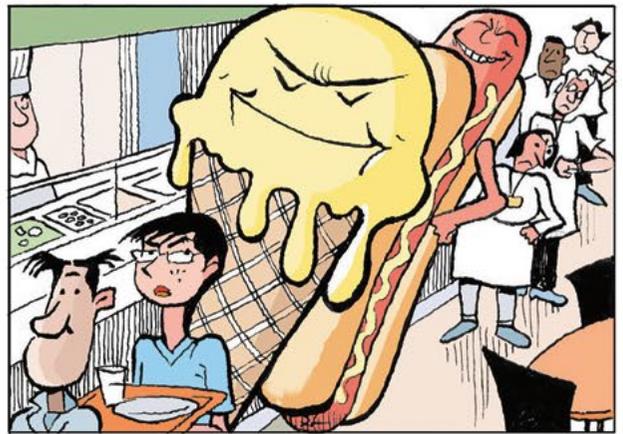
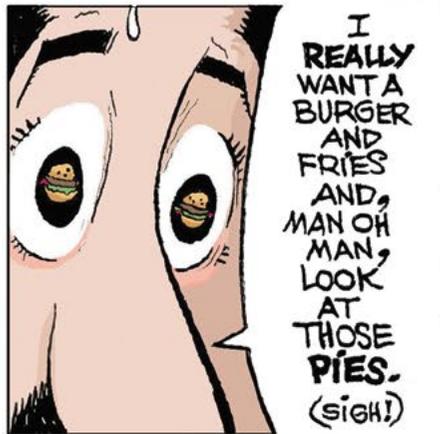
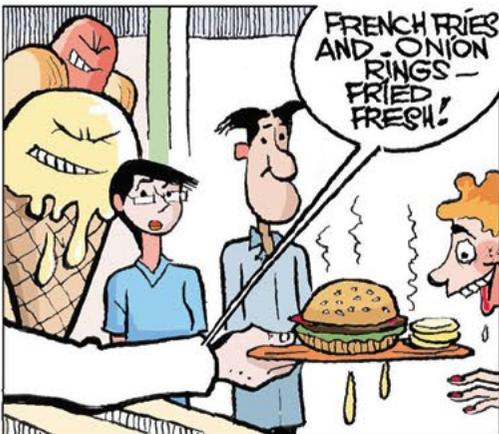
YOUR ANSWER:



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

SuperScrubs!

GETTING HEALTHY WITH A LITTLE HELP FROM OUR FRIENDS





HEALTH IS A TEAM SPORT

3 WAYS YOU AND YOUR TEAM CAN GET HEALTHY

- 1. Encourage everyone to get a baseline.** Get all members of the team to take the total health assessment (THA), a confidential, online questionnaire that provides each person who takes it with personally tailored tips and tools for making healthy changes. Remind people at huddles and UBT meetings to take the THA; provide a reward to those who take it; get work time set aside so team members can fill out the THA survey on a work computer.
- 2. Decide what the team can do to get healthy.** Get inspired by watching “Healthy Living, Healthy Working” (search for it in the Stories-Videos section of LMPartnership.org). Set a team goal for exercise, lead an Instant Recess® session, organize team walks, take stretch breaks and have healthy potluck lunches. Work to create a healthy worksite. Does the cafeteria in your building offer healthy choices?

Are the stairwells unlocked so people can walk instead of taking the elevator? If not, your team can take on the project of helping your building become a place where making the healthy choice is the easy choice.

- 3. Visit your facility’s farmers’ market—or work to get one onsite.** Many KP medical centers offer farmers’ markets, because eating more fruits and vegetables is part of good health. If there’s no farmers’ market at your workplace, organize to bring one there.

We’re more likely to enjoy life—and less likely to develop life-shortening chronic diseases—if we’re healthy.

Being healthy allows us to be role models for our families, communities and the Kaiser Permanente members and patients we serve.

Use these ideas to help people understand that health is not just one person’s responsibility—it’s a team sport. By working together, we all win.

Visit LMPartnership.org for ideas and tools for your team.