

hank



FRONTLINE NEWS FOR KP WORKERS,
MANAGERS AND PHYSICIANS



‘PROBLEMS ARE ONLY OPPORTUNITIES...’

How to use partnership tools to solve thorny issues

IN THIS ISSUE

**WORKERS
FIX REAL-LIFE
PROBLEMS**



**HUMANS OF
PARTNERSHIP KEEP
THEIR COOL**



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 145,000 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.

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COMMUNICATIONS CO-LEADS

Anjetta McQueen Thackeray,
Penelope Whitney

EDITOR

Tyra Ferlatte

GRAPHIC DESIGN

Travis Retter, Stoller Design Group

CONTRIBUTORS

Kellie Applen, Paul Cohen, Sherry Crosby,
Paul Erskine, Jennifer Gladwell,
Laureen Lazarovici, Otesa Miles,
Tracy Lee Silveria, Emerald Milan Weaver,
Beverly White

COPY EDITOR:

Colleen O'Neill

WORKSITE PHOTOS:

Laura Morton, Tracy Lee Silveria
Email feedback to hank@kp.org.



Contents



COVER STORY:

'Problems are only opportunities...'

Lingering disagreements suck up time and energy. Our partnership offers tools that help us solve problems creatively, freeing us to serve our patients and members better.



Transport team tackles turnaround times

How one team uses issue resolution to untangle a web of problems. Can yours?



Giving equal opportunity to all

Using IR to make the selection process for a plum leadership role fair.

TO DO THIS ISSUE

- 7 Tips from a union leader**
Four things to do to make sure issue resolution works.
- 7 Tips from a partnership facilitator**
Three ways to build the confidence to have tough conversations.
- 7 What's the difference?**
Learn what makes grievances different from issue resolution.
- 11 Get past "positions"**
Use these tips to help your team solve problems.

OTHER FEATURES

- 3 Meet your National Agreement**
- 8 Centerfold: Issue resolution, step by step**
- 13 Humans of Partnership speak up**
- 14 Puzzles and games**
- 15 SuperScrubs comic**
- 16 Tear-off back cover poster**



A fresh look at problems

HENRY J. KAISER, Kaiser Permanente's co-founder, famously told fellow industrialist Warren Bechtel, "Problems are only opportunities in work clothes."

If you work with unit-based teams—as a co-lead, consultant or sponsor—you might be rolling your eyes right now and thinking, "Well, if that's true, I sure have a lot of 'opportunities.' Grrr!"

When a team has problems, it's difficult—if not impossible—to boldly improve service and quality for our health plan members. Especially if problems linger and fester, eroding trust and goodwill. These can depress morale and even endanger patients.

Lucky for us, the leaders of Kaiser Permanente and the Coalition of Kaiser Permanente Unions had the moral imagination more than two decades ago to envision a better way to solve

problems. Together, they formed what would become our Labor Management Partnership. As we celebrate our partnership's 20th anniversary this year, we can look back and see how we have built the tools, structures and culture that support this alternative vision of how workers and employers can interact.

One of those tools is issue resolution. As you will see in the stories that follow, this process bypasses more traditional forms of problem solving in favor of going deeper to really uncover the source of the difficulty. By doing that, union members, managers and physicians not only can preserve their working relationships, but also make them stronger. This, in turn, fosters innovation and improvement.

Now that sounds like a great opportunity. **HANK**



MEET YOUR NATIONAL AGREEMENT

ARTICLE BY: Paul Cohen | PHOTOS BY: Laura Morton

Issue resolution: A better way to settle lingering disputes

Do people working in partnership always agree? People don't.

KAISER PERMANENTE and the Coalition of Kaiser Permanente Unions resolve most differences involving our Labor Management Partnership through interest-based problem solving or interest-based bargaining.

But when the process bogs down, the 2015 National Agreement provides a way for managers, physicians, union leaders and frontline workers represented by a coalition union to move it forward: issue resolution.

Section 1 of the National Agreement covers a number of topics: how the partnership operates, unit-based teams, and such programs as Total Health and Workplace Safety. The most common disputes encountered are covered by this section. A new issue resolution process, one of three related provisions in the agreement, covers such disputes.

The process starts at the level at which an issue arises; so, for example:

- + When disagreements arise at the facility level, the parties directly involved meet and use interest-based problem solving to try to resolve the issue themselves.
- + If they cannot do that within 30 days, the issue may be referred to the local LMP Council. If there's still no resolution, the next step is the Regional Council, and then national LMP leadership. Each body has 30 days to resolve the issue, using interest-based problem solving.
- + If no solution can be reached, the question may be decided by a joint panel that includes a neutral designee.

This process is an alternative to, but does not replace, existing grievance procedures. It offers another approach to problem solving.

"It's easy for people to get dug into their own place on an issue," says Denise Duncan, president of UNAC/UHCP. "Partnership and the National Agreement commit us to spending the time to figure out jointly how to resolve problems and do the work." **HANK**



TAKE ACTION: LEARN MORE ABOUT PROBLEM SOLVING IN PARTNERSHIP

For questions about compliance with the 2015 National Agreement, speak with your union, manager or HR representative.

The National Agreement is available for download at LMPPartnership.org/2015-national-agreement. For details on the issue resolution process, see Section 1.L. (pages 50-53) of the agreement. See also Section 1.K.5., for disputes involving the creation of new jobs (pages 48-50), and Section 2.C., for disputes involving wages and benefits (pages 70-72).

To initiate the Section 1.L.2 issue resolution process, use the form shown in Exhibit 1.L.2. (pages E30-E31) of the National Agreement or download it from LMPPartnership.org; type "issue resolution form" in the search box.

Check out the Learning Portal on LMPPartnership.org to see the full range of LMP classes and workshops, including training in interest-based problem solving.





COVER STORY

PROBLEMS ARE ONLY OPPORTUNITIES...

Disagreements suck up time and energy. The National Agreement offers a solution that fuels creative problem solving.

MANAGEMENT AND UNION REPRESENTATIVES in Southern California were at odds when they gathered in March 2015 to settle a UNAC/UHCP grievance over the working conditions of registered nurses in Home Health, Hospice and Palliative Care.

Because of the dispute's complexity and scope, involving nurses regionwide, it was moved from the grievance process into issue resolution.

"When they started, it was the Mason-Dixon Line. It was management on one side and labor on the other side," recalls Marcia Meredith, who works as a neutral facilitator in Southern California. She gets called on when "sticky and contentious" issues come up involving the Labor Management Partnership, which is celebrating its 20th anniversary this year.

"It was pretty tense."

Months later, managers and union representatives were working side by side, forging consensus on key issues.

Key to their success was the issue resolution (IR) process spelled out as part of the partnership between the Coalition of Kaiser Permanente Unions and Kaiser Permanente. It incorporates interest-based problem solving (IBPS) and consensus decision making (CDM) to provide a framework for settling disagreements collaboratively—providing a modern-day take on Henry J. Kaiser's line, "Problems are only opportunities in work clothes."

Bringing order to chaos

They also benefited from the fact that Southern California—after watching people struggle for months and sometimes years without resolving their problems—recently had clarified how the process was to be used and had added a clear path for escalating issues.

"Issue resolution helps you focus on what the problem is and the possible solutions," says Meredith. [CONTINUES ON PAGE 6](#)

ARTICLE BY: Sherry Crosby | PHOTOS BY: Laura Morton





No longer the Wild West: By using the clearly defined issue resolution process, nurses and managers in Home Health, Hospice and Palliative Care improved communication, workflows and training opportunities. That benefits Erle Cellona, RN, a home health nurse and a member of UNAC/UHCP, and his patient, Jacqueline Guillory.



From sticky to settled:

A clear and collaborative path for resolving workplace issues is keeping Kaiser Permanente the best place to work for caregivers such as Linda Hansen, RN, a public health nurse and UNAC/UHCP member (above), shown with patient Madeline Lanell Haxton. Odylin Bundalian, the Home Health Care area administrator (opposite page, right), says the issue resolution improved her relationship with the union and union members; she is pictured with Eldrid Alobba, a clinical supervisor.

The nurses and managers eventually agreed to make changes to assignment workflows, improve communication and enhance training opportunities for frontline workers. “They came up with good things that they’re still using,” says Meredith.

Crafting Southern California’s appeals process took months of hard work. Key stakeholders included regional LMP Council members, coalition union leaders and Human Resources administrators.

Before escalation changes took effect on Jan. 1, 2015, the issue resolution process had tended to spin out of control.

‘It was like the Wild West’

“It was like the Wild West. Everybody did their own thing,” recalls Ilda Luna, an SEIU-UHW service representative for Glendale Medical Offices in Southern California.

Alex Espinoza, the Coalition of Kaiser Permanente Union’s national coordinator for Southern California, agrees.

“People would email whomever they thought would resolve the issue,” he says, citing examples of individuals who leapfrogged layers of union and management intervention to appeal directly to leaders at the national level.

During national bargaining in 2015, Southern California representatives shared the region’s appeals process, and the subgroup working on the issue recommended a similar process be created in every region.

The approach calls for resolving issues at the lowest possible level. For stubborn disagreements, there is now a standardized process for escalation the aggrieved parties can turn to, with 30-day deadlines for resolution at every step of the way (see pages 8–9 for details).

In Southern California, for issues that can’t be resolved at the facility level, a nine-member regional SWAT team made up of management and union representatives serves as a court of last resort before the matter heads to national leaders.

But since the process was adopted two years ago and local LMP Councils and union leaders were educated about how to use it, no issue has been referred to the regional team.

That’s good news, says Maryanne Malzone Miller, senior director of Human Resources in Southern California and a SWAT team member.

“I like to believe we’re pushing it to the level where it should be resolved,” Miller says.

“It’s a success,” agrees Espinoza, also a SWAT team member. “Folks are engaged and are talking to each other.” **HANK**

‘I like to believe we’re pushing it to the level where it should be resolved.’

— **MARYANNE MALZONE MILLER**, senior director of Human Resources and SWAT team member (Southern California)



What's the difference?

Key distinctions between grievances and the issue resolution process

Grievances are a crucial part of protecting workers' rights and the integrity of labor contracts. The parties to the National Agreement recognized, however, that some issues are beyond the scope of collective bargaining agreements—or keep surfacing despite multiple grievances. In such situations, they have made a commitment to use issue resolution.

Union-represented workers should contact their union if they're unsure which process to use. Managers should consult with their supervisors or HR business partner.

GRIEVANCE	ISSUE RESOLUTION
Rights based	Interest based
Yields a verdict	Develops options
Settles the issue	Uncovers the source of the issue
One-time remedy	Resolves the issue

SOURCE: Issue Resolution and Corrective Action User's Guide and Toolkit, Coalition of Kaiser Permanente Unions and Kaiser Permanente, 2004. Available for download on LMPartnership.org; type "issue resolution guide" in the search box.



MAKING IT WORK: TIPS FROM A UNION LEADER

"If we don't have the right people, the right process and the best of intentions, issue resolution will just fail," says Adrienne Enghouse, executive vice president of OFNHP/ONA, whose union represents nearly 4,000 nurses and other health care workers in the Northwest region. She knows. She's been involved in the process when it's worked—and when it hasn't. She has this advice:



Take it seriously. Start with good preparation and the willingness to resolve the issues. If you think the right people to work the problem through aren't present, push back. "You need people in the room who have the decision-making authority and the buy-in to make it work."



Know your next step. Even when meetings are held as scheduled, workers have gotten release time and requests for information have been answered, the issue resolution process can stall. Be familiar with the escalation process and use it.



Get the solution in writing. "The point is to get to a solution—and hold people accountable for seeing it through." To do that, the solution needs to be spelled out, in writing.



Measures of success. Take a step back and ask, "Is this timely, and is this a good resolution that both sides can live with?"



TOUGH CONVERSATIONS: TIPS FROM A PARTNERSHIP FACILITATOR

Gain the confidence to hold tough conversations, while keeping your relationships intact, by using these basic ground rules from Marcia Meredith, LMP education and training lead for Southern California. Meredith facilitates major issues involving the Labor Management Partnership and coaches LMP trainers in issue resolution.



The Las Vegas rule. Decide up front what information stays inside the negotiating room. "After each meeting, come up with a communications plan to determine what you're going to talk about and what you're not going to talk about. Sharing information prematurely creates a whole lot of angst."



R-E-S-P-E-C-T. Find out what respect means for everyone on the team. Doing so helps build trust and deepens relationships. "Respect means something different to every single person. Have people articulate what it means to them."



Know when to quit. Resist the urge to call for consensus at the end of a long day. Instead, test for agreement at the next meeting when everyone is fresh. "That gives people time to think about what they've said and run their decisions by those they're representing"

CALL TO ACTION: Are you reluctant to speak up?

Take heart—you can learn to speak up and be heard. It's an important skill that's an essential part of working successfully in partnership and using tools like interest-based problem solving and issue resolution. Check out some tips for gaining confidence at LMPartnership.org; type "speak up speak out be heard" in the search box.

Got issues? Use IR

START HERE



Facility Level

WHO: Representatives from labor and management who are immediately affected

WHAT: Meet and use interest-based problem solving and issue resolution to reach consensus. Most issues should be solved at this level.

RESOLVED?

YES

SUCCESS!



NO

If the issue cannot be resolved within 30 days, refer it to the local LMP Council or equivalent using the issue resolution referral form available on LMPPartnership.org (type "issue resolution form" in the search box).



SUCCESS!

YES

RESOLVED?

WHO: National LMP tri-chairs

WHAT: Appoint a labor-management fact-finding team to investigate the matter and attempt to mediate the issue.



National LMP Leadership

NO

If consensus isn't reached, the fact-finding team will submit a report within 30 days of its appointment summarizing the key issues. The tri-chairs will submit the report to the LMP Executive Committee. If the issue remains unresolved, either Kaiser Permanente or the Coalition of Kaiser Permanente Unions may request the appointment of a national panel to address the issue.



National LMP Panel

WHO: National LMP tri-chairs will appoint a national panel made up of union and management representatives and a neutral designee.

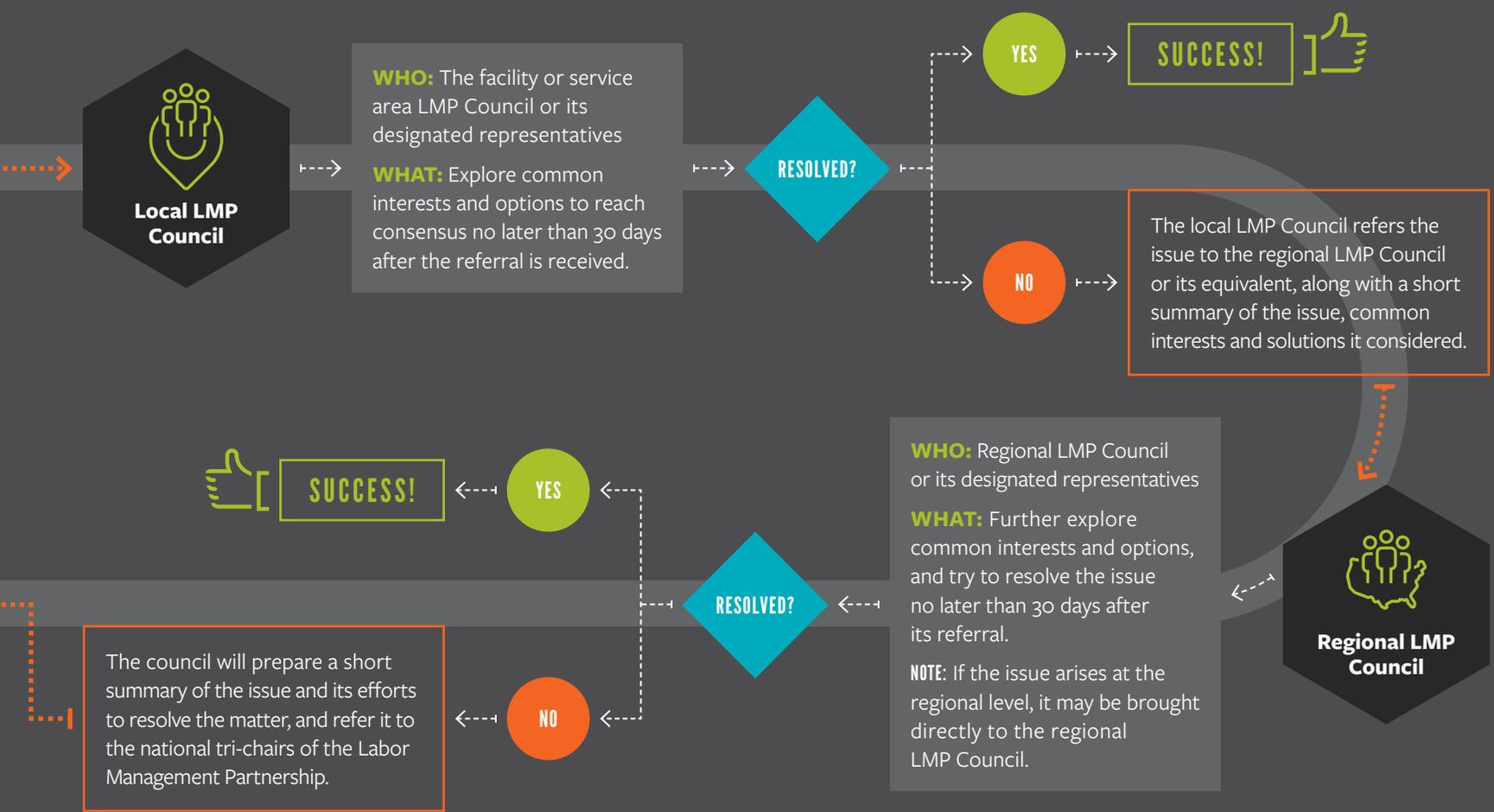
WHAT: The panel will craft a solution within 30 days, unless that period is extended by mutual agreement.



The resolution will be final and binding.

END

The issue resolution processes spelled out in the 2015 National Agreement are designed to resolve disputes, many of them related to Section 1 of the agreement. If you need to use IR, follow the order here and start the process at the lowest possible level—ideally the level where the problem arose.



“Using the issue resolution process helps create a solution that is not only well thought out but also, given the buy-in and ownership that comes from participation, smoother to implement.”

—**UTE KONGSBACK**, LMP Education and Training, Coalition of KP Unions labor partner (OFNHP/ONA, Northwest)

For the sake of the patient: Problems piled up so much that transporters were keeping patients waiting too long. Esther Logan, a transport CNA and member of SEIU Local 49, and Marta Witsoe, patient transport manager (this page, left to right; Logan is also shown opposite page) participated in the issue resolution process that led to beefed-up staffing.



 ISSUE RESOLUTION AT WORK

TRANSPORT TEAM TACKLES TURNAROUND TIMES

Going through issue resolution uncovers a web of problems—and gets them untangled

ARTICLE BY: Jennifer Gladwell | PHOTOS BY: Laura Morton

PATIENT TRANSPORTATION WORKERS at Sunnyside Medical Center in Portland were in a tough spot: No matter how hard they scrambled, they were constantly running late to pick up patients.

Some of the challenges were clear. The transport workers, members of SEIU Local 49, are qualified to backfill certified nursing assistant positions—and short-staffed nursing units were calling on them to do just that.

In addition, a new computer-based dispatch system had automated patient transfer requests but required fewer dispatchers. The resulting staff upheaval, along with rumors about changes to their certification requirements, threw the unit-based team into turmoil.

Delays and frustration

Amid frustration and mounting delays—the team was only infrequently meeting its goal of getting to the patient within 15 minutes—improvement advisor Lolita Burnette worked with the team to resolve its issues. To better understand its challenges, she created a process map of the team’s workflow. That turned up a variety of obstacles that were thwarting efforts to improve times.

“Shadowing the team was an eye-opener. We discovered issues that were immediately actionable,” says Burnette. Because of the complexity of the situation, team members called for an issue resolution to identify solutions.

“My staff are really concerned about their patients. They had valid concerns about what was hindering our on-time performance,” says Marta Witsoe, the team’s management co-lead.

The issue resolution took place from July to September last year and helped further identify issues that were impacting on-time performance, as well as showing how delays affected imaging appointments and patient satisfaction.

As it tracked the source of delays, the team discovered that often, the patient was not ready to be moved when transporters arrived. The patient might need a different gown for imaging, or needed to take medications before being moved. Making matters worse, nurses and other staff members had gotten accustomed to transport arriving late and often put in orders ahead of time. But if the transport person arrived on time, the resulting delay had a domino effect, making it more difficult to be on time for subsequent transport requests.

New equipment, new hires

As a result of the issue resolution, the team is partnering with other units to become more efficient. Several improvements are being worked on simultaneously to increase productivity and overall satisfaction—and the team is confident the changes will lead to improved metrics.

In perhaps the most significant change, hospital leadership agreed to hire additional transport staff. The new positions are dedicated to support the Emergency Department, a frequent source of patient transfer requests.

“With time and commitment,” says Esther Logan, the team’s union co-lead, “we agreed upon issues that needed to be addressed within the department.”

Olivia Devers, a labor partner with SEIU Local 49, added, “This IR process was the most positive that I have witnessed in many years—the team and management worked in true partnership from start to finish.” **HANK**

‘Shadowing the team was an eye-opener. We discovered issues that were immediately actionable.’

— **LOLITA BURNETTE**, improvement advisor (Northwest)



GET PAST “POSITIONS” WITH THESE TIPS

Interest-based problem solving (IBPS) is at the heart of a successful issue resolution, providing a way to negotiate differences amicably without giving in. Being able to solve problems in a way that meets your needs and those of your partners; doesn’t cost too much in time, money or emotional wear and tear; and leaves the relationship intact—or even improves it—is good for everyone concerned.

What’s a position? What’s an interest?

A position is a proposed solution. Your positions tell us what you want but not necessarily why you want it: For example, you want to put 5 percent of income into a retirement savings account.

The interest is the underlying need, motivation or concern that may have to be addressed in order to reach a solution. You can tell an interest in part because there usually is more than one way to satisfy it. Your interests tell us what is important to you: You want enough saved to have a comfortable retirement.

Is that interest really a position?

What do you do when you’ve got a position masquerading as an interest? Usually, you can get to the interests that underlie a position if you listen carefully. Ask questions to find out the needs and concerns behind the position.

HERE’S AN EXAMPLE: A spouse is “tired” of living in Los Angeles and has taken the position that the couple should move to Oregon. When asked why Oregon is appealing, the reply is, “The weather is too hot here, and we spend so much time stuck in traffic. We have to do all our exercising at the gym. Oregon is cooler, and we can get to the woods and good hiking faster. People are more relaxed there.” The answer reveals these interests: Change in weather, less traffic, easier access to uncrowded outdoors, less stress.

By starting with a discussion of interests, the parties can talk about what is important to them without staking out what they want the outcome to be. It opens the door to collaborative problem solving, as opposed to competition or compromise.

TIPS FOR RECOGNIZING INTERESTS AND POSITIONS

AN INTEREST	A POSITION
is a concern, need or goal that a stakeholder has concerning the issue	tells us how the issue might be dealt with
can be addressed in more than one way	may not address the needs or concerns of other stakeholders

SOURCE: Adapted from “6 Tips for Successful Interest-Based Problem Solving.” Read the full article on LMPartnership.org.



CALL TO ACTION: Learn about process mapping

This performance improvement tool will help your team identify all the steps in its workflow, which will help you see where the gaps and inconsistencies are. Then you can figure out tests of change that will help improve care and service.

Learn more on LMPartnership.org; type “creating a process map” or “rapid improvement model” in the search box.



ISSUE RESOLUTION AT WORK

GIVING EQUAL OPPORTUNITY TO ALL

Denver contact center team clarifies selection process for leadership role

ARTICLE BY: Jennifer Gladwell | PHOTOS BY: Tracy Lee Silveria

A fair process: Dylan DeShazer, an operations manager (above), and Lilian Cates, a labor sponsor (pictured above right with Chris Buffington, a customer service representative and member of SEIU Local 105), helped spearhead the issue resolution at the center, which created a clear, unbiased way to identify candidates for the chat captain position.

FOR CUSTOMER SERVICE REPRESENTATIVES, the role of “chat captain” is a plum post—a leadership position that allows a rep to develop expertise and offers a break from the phones. But at the Member Service Contact Center (MSCC) in Denver, uncertainty about how the captains were chosen was breeding low morale.

The chat captains specialize in a range of topics, from Medicare and Medicaid to specific health plans for regions including Colorado, the Northwest, and Northern and Southern California. When a co-worker is on the phone with a member and doesn’t have an answer to a question, he or she can message a chat captain and get information quickly, before the call ends—helping provide great service to that member.

But the process managers used to select the 25 chat captains wasn’t clear, so the 400 customer service representatives didn’t know what they needed to do to qualify for the position.

“When there’s a lack of transparency, there’s a lack of trust on both sides. It’s easy to assume ill intent from the other side when you don’t talk to them,” says Dylan DeShazer, one of the center’s operations managers and a UBT stakeholder. “The issue resolution helped us realize that we had common goals—and that helped us build trust in one another.”

Realizing they needed help from outside the team to turn the situation around, the team’s customer service reps contacted SEIU Local 105, which represents them, and Michael Hurley, the regional LMP training and program manager, to facilitate an issue resolution. That brought managers, customer service reps and frontline union leaders together to establish a standardized assessment to identify candidates for the peer leadership position.

The solution “allows equal opportunities for all customer service representatives here,” says Shaneka Lee, a customer service representative and a Local 105 steward. “It also provides a career ladder, being able to add ‘subject matter expert’ to your résumé as an accomplishment.”

Indeed, after working at the center for a year and a half, Lynn Rodriguez felt she was ready to be a chat captain. She met the requirements—and now is assisting her peers with their daily questions and concerns.

The new process, she says, “allowed me to prove myself.” **HANK**

‘When staff have the opportunity to take on a leadership role, they feel empowered.’

— **LILIAN CATES**, team labor sponsor and SEIU Local 105 member (Member Service Contact Center, Denver)

Solving problems from the **HEART**

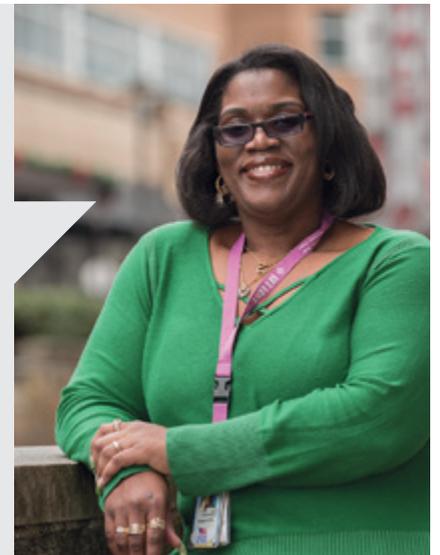


“MY FIRST DAY AT KAISER PERMANENTE was my 22nd birthday. One of the Emergency Department doctors I worked with told me, ‘As long as you do right by the patient, you can’t do wrong by the company.’ Over the years, I’ve had a lot of opportunity to reflect on what ‘doing right’ means to me. I think it all comes down to choices. When I was 16, my parents died, and I watched how differently my older brothers and I handled their deaths. I’ve come to realize, even if we weren’t doing it consciously, we were making choices with our grief. So now I try to make my choices conscious ones. Working in the Emergency Department, I frequently see people on the worst days of their lives. They’re dealing with pain, fear and grief. I can relate to that, so the first choice I make every day is my attitude. I choose to have a positive outlook. I choose to take that extra step. To be patient and empathize with people. That’s how I put my heart into my work, with my choices.”

— **BIANCA RUFF**, Emergency Department clerk, UBT union co-lead, SEIU-UHW
(South Sacramento Medical Center, Northern California)

“I HAD A SITUATION with an elderly member whose family was arguing about her care. She was scared and crying and couldn’t speak because of the strong emotions being expressed. I took a minute to focus on her and helped her calm down. Then, I asked the family to give me a moment so I could review the patient privacy laws. I came back to speak with the calmest family member and gave them an explanation, along with documents they needed to determine who would be responsible for her care. It ended well, but it was very difficult. When something stressful arises, take a minute to breathe and put yourself in the other person’s position. If a person is truly irate, turn to your co-workers or a supervisor to back you up. Two heads are always better than one. Don’t flat out say ‘no.’ Say, ‘Let me check into this for you.’ This lets them know you are working with them and not against them. The words you use can defuse a situation. They will remember that you tried.”

— **CHARLISA HEILIGH-GRIFFIN**, lead technician, OPEIU Local 2
(Release of Information department, Prince George’s Medical Center, Mid-Atlantic States)



“A FEW MONTHS AGO, an employee came to me distraught about her elderly, ill mother who was refusing a lot of the treatment her provider suggested. She was crying and worrying about how she would handle it if her mother continued to deteriorate. I said, ‘Where is your mother today? What is the plan?’ I brought her back to today. It doesn’t help to worry about down the road. It only builds anxiety. Take it one day at a time. How do you eat an elephant? One bite at a time. When something feels insurmountable, focus on what can be done today to get a step closer to your goal. This means we can’t worry about next year, the state of the country or how changes will impact KP. This does not mean ignore what’s coming, nor does it exclude you from planning. Instead, it helps you focus on what is important right now.”

— **MARIE-JOSEE GADOURY**, RN, Health Services administrator and management sponsor
(Cascade Medical Center, Georgia)



WHO'S THIS PERSON?

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



WHERE'S THE MISTAKE?

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



FOR EXAMPLE: Name tag is reversed.



MEDICAL TRIVIA

According to the ancient Chinese, how can you cure your headache?

- a) By standing on your head
b) By swinging your arms
c) By kicking your feet
d) By shaking your head

Which body part harbors the most germs?

- a) The face
b) The feet
c) The hands
d) The arms



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

WORD SEARCH: The best of partnership

DIRECTIONS: Find the hidden words related to key elements of working in partnership. Words may appear vertically, horizontally or diagonally and may read from either direction.

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

- BARGAINING
BEHAVIOR
BEST PLACE TO WORK
COMMON INTEREST
DECISION
DIFFERENCES
INTEGRITY
ISSUES
NONTRADITIONAL
PARTNERSHIP
PATIENT FOCUSED
PEOPLE
PROBLEM
SOLUTION
SOLVING
SUCCESS
TEAM
TOGETHER
TRUST
VALUE

ONE MOMENT MEDITATION

As a quiet alternative to Instant Recess®, lead a short meditation to keep your meetings positive and people engaged. Try this at the top of the meeting or at the end—you might be surprised how people like it! Start a timer for one minute and ask people to:

- + Put their hands in a relaxed position
+ Close their eyes
+ Focus on their breathing moment by moment
+ Tell them if they get distracted, not to worry, this is normal; just think, "Hmm," and enjoy the next breath as if it were the first one
+ Stop when the timer sounds
+ Open their eyes gradually

For more information on how to lead a One Moment Meditation, visit MyHR at epf.kp.org and click on the KP & Me tab, then on Healthy Workforce, then on Mental Health and Wellness.

Northwest team wins a meal!

Congratulations to the EVS team at the Lancaster Medical Office in Salem, Oregon—the winner of the LMP scavenger hunt in the Summer 2016 issue of Hank. And thank you to everyone who entered! All the entries were creative and inspired. To see more photos, check out our Facebook page: facebook.com/kp.labor.management.partnership/. Be sure to like the page while you're there!



SUPERSCRUBS: FROM THE GROUND UP





What's a phrase that helps you keep your cool in a tense situation?

Write your phrase in the box above, color in the design and send a photo of your creation to hank@kp.org. Be sure to include your name, department, region and phone number. All entries will be eligible for a prize drawing and the winner will be featured in the next issue of *Hank*.

NAME	
DEPARTMENT	
REGION	PHONE