

hank

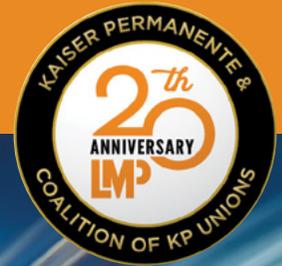


FRONTLINE NEWS FOR KP WORKERS,
MANAGERS AND PHYSICIANS

ANNIVERSARY ISSUE

THEN AND NOW:
HOW LIVES CHANGED

—
WHAT MAKES
PARTNERSHIP LAST?





What is Hank?

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

HANK'S MISSION: Highlight the successes and struggles of the Labor Management Partnership, the joint agreement between Kaiser Permanente and the Coalition of Kaiser Permanente Unions that has been recognized as a model operating strategy for health care. *Hank* is published quarterly for the partnership's more than 145,000 workers, managers, physicians and dentists. All of them are working to make Kaiser Permanente the best place to receive care and the best place to work—and in the process are making health care history.

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

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

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MESSAGE FROM THE TRI-CHAIRS

A 20-year journey: The view from the high road

WHERE WERE YOU 20 YEARS AGO?

The three of us were each on a different path—paths that crossed in unexpected ways, and changed the way we do our jobs.

Our Labor Management Partnership often is described as a journey, for good reason. It is ever changing. It can be difficult. And you never know where it's going to take you next. But it also has a few rules of the road that help us find our way:

Understand and respect one another's needs and interests. Listen openly and assume the best intentions of your counterparts. Ask questions, especially, "Why?" Create an environment where people feel safe speaking up.

Over the years, that approach has gotten positive outcomes for Kaiser Permanente, our unions, our workforce and, most important of all, our members and patients.

That doesn't mean our partnership is perfect; it isn't. Or that we always agree; we don't. But we've tried the traditional ways of working, and the trip is much better on the high road that Kaiser Permanente and the Coalition of Kaiser Permanente Unions have chosen.

Thank you for your hard work and dedication. We invite you to join colleagues in your unit, department or region this fall to celebrate your accomplishments, reflect on our challenges, and commit to creating an even better future.

DENNIS DABNEY

Senior vice president, National Labor Relations and Office of Labor Management Partnership

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THE ROAD TAKEN: 20 YEARS OF NATIONAL PROGRAM RESULTS



Workforce Planning and Development

KEY ACCOMPLISHMENTS

- + Program enrollments in Kaiser Permanente's two education trusts grew from about 3,000 in 2007 to nearly 62,000 in 2016.
- + Tuition reimbursement course applications nearly tripled, from less than 20,000 in 2008 to more than 57,000 in 2016, largely benefiting members of unions in the Coalition of Kaiser Permanente Unions.
- + Critical skills training launched in June 2017 with a Digital Fluency pilot program for more than 2,000 employees.

GOING FORWARD

- + A top priority will be addressing the impact of economic, social and technological changes on care delivery and future KP staffing models. (Learn more at kpworkforce.org.)

Workplace Safety

KEY ACCOMPLISHMENTS

- + Since program inception in 2001, KP's injury rate has been reduced by 69 percent.
- + Injuries associated with patient handling and/or mobilization have decreased by 32 percent since 2011.
- + The program-wide workplace safety strategy was strengthened in 2016, based on the National Safety Council's model.

GOING FORWARD

- + The strengthened safety strategy will be implemented, with the goal of closing the gap between KP's injury rate and the Bureau of Labor Statistics adjusted injury rate for health care.

Total Health

KEY ACCOMPLISHMENTS

- + More than 76,000 employees have taken the Total Health Assessment (THA) since 2014.
- + Ninety percent of eligible employees completed their recommended health screenings in 2014 and 2015, earning a \$40 million payout under the Total Health Incentive Plan.

- + More than 3,000 UBT health and safety champions helped teams across the organization conduct 1,756 wellness projects in 2016—a 45 percent increase from 2015.

GOING FORWARD

- + New awareness campaigns, including one focusing on prediabetes education, will inform and empower employees to take charge of their own health and wellness.

Joint Marketing and Growth

KEY ACCOMPLISHMENTS

- + Helped secure more than \$108 million in revenue for Kaiser Permanente in 2016.
- + Supported the 20-year growth in the number of employees represented by a union in the Coalition of Kaiser Permanente Unions, from 57,000 to 116,000, and in Kaiser Foundation Health Plan membership, from 7.4 million members to 11.8 million.
- + Since 2012, mobilized 51 union ambassadors who attended more than 300 community events and engaged more than 70,000 KP members and potential members—many of them unionized—increasing community knowledge and understanding of KP.

GOING FORWARD

- + Through the expansion of health plan membership, support job security and the continued growth of the coalition.

Attendance

KEY ACCOMPLISHMENTS

- + Enhanced time-off benefits to provide incentives for appropriate use of sick leave.
- + Developed the Time-Off Request Tracking System to provide greater flexibility and responsiveness in managing planned time off.
- + Achieved 21 percent fewer lost workdays in high-performing UBTs.

GOING FORWARD

- + Attendance data, systems and results will continue to be assessed and improved. **HANK**



LABOR MANAGEMENT PARTNERSHIP MILESTONES

1997: Labor Management Partnership established.

1999: Employment and Income Security Agreement gives coalition union-represented employees the opportunity to train for comparable positions in the event of layoffs.

2000: The first National Agreement is negotiated between Kaiser Permanente and the Coalition of Kaiser Permanente Unions; it establishes the Performance Sharing Program.

2001: KP and the coalition advocate for improved nurse-to-patient staffing ratios—the first such joint action in health care.

2005: The second National Agreement establishes unit-based teams.

2005-2009: Joint work to implement KP HealthConnect, setting the precedent for collaboration on future system rollouts, including ICD-10 and Claims Connect.

2008: A contract reopener includes a shared strategy to grow health plan and union membership.

2010: Third National Agreement establishes performance goals and metrics for UBTs.

2012: Fourth National Agreement includes the Total Health Incentive Plan.

2014-2016: LMP is lauded by the Federal Mediation and Conciliation Service and others; KP and coalition leaders provide partnership advice to health systems across the United States and overseas.

2015: Fifth National Agreement provides for joint assessment of future workforce needs, increases investment in workforce training, and arrives at a long-term solution that protects retiree medical benefits while reducing liabilities associated with those benefits.

2017: Union coalition grows to 116,000 union members; KP grows to 11.8 million health plan members.

THEN AND NOW



Past, present and future

As we celebrate the 20th anniversary of the Labor Management Partnership, *Hank* would like to call out the tens of thousands of individuals who have made partnership a success: the frontline workers, managers and physicians who have believed in our ideals and taken the time to build the positive working relationships that are the backbone of this groundbreaking endeavor. Their stories are a window into our past, our present—and our future. Here are a few of them.



‘I look at it as a marriage’

AT THE BEGINNING, some people laughed at this partnership, didn’t think we were going to make it this long. It was a wild idea—the concept of having a venue where the workers would have a voice was unique. How are we going to make that happen? I look at it as a marriage. It’s like—we liked each other. We started dating. We courted a bit. Then we got engaged, and now we’re married. We went through some not-easy times. We—labor—we had to look at our relationship with management. Management had to look at their relationship with labor.

You have to work at a marriage every day. Don’t take it for granted. A lot of the success

COMMUNICATION, COMMITMENT, CONSENSUS

Partnership basics cement co-leads’ bond

ARTICLE BY: Sherry Crosby | PHOTOS BY: Laura Morton

Getting to thumbs up: UBT members Patricia Jauregui, a certified nursing assistant; Peggy E. Hemphill, a technical partner; and Elaine Sung, assistant nurse manager, leverage consensus decision making to solve thorny issues (opposite page, left to right). Jauregui and Hemphill are SEIU-UHW members.

S U-XIAN HU AND RONEET BHASIN MAKE PARTNERSHIP LOOK EASY.

The telemetry team co-leads at Downey Medical Center in Southern California share a relaxed rapport that belies the time, planning and occasional friction that are part of running a busy inpatient unit.

Together for more than a year, the pair attribute the success of their budding relationship to communication and a commitment to partnership principles—especially consensus decision making. Those core values came in handy recently when a disagreement arose about the best way to educate patients about medications.

Nurses preferred a less overwhelming one-page sheet, but managers wanted to switch to a detailed three-page form that had been adopted by other units in the hospital.

“It was a major issue,” says Bhasin, RN, a staff nurse and member of UNAC/UHCP who is the team’s labor co-lead. “We had to come up with a solution to fulfill management’s needs and labor’s needs.”

At the time of the disagreement, UBT members turned to consensus decision making to determine next steps they all could support. A subsequent test of change resulted in a short-term fix: Nurses used the short form with patients, while the longer handout was provided as a resource guide in patient rooms.

Managing in partnership was a new experience for Hu when she joined the team in April 2016 as assistant clinical director and became a co-lead. She previously had overseen a Kaiser Permanente inpatient nursing unit that was not part of the Labor Management Partnership. Bhasin, a co-lead with two years of experience, served as mentor and coach.

“Runeet was wonderful with helping to bring me onboard,” says Hu, who is also an RN.

Both say LMP training has given them a shared understanding of their roles as co-leads, the purpose of UBTs and how to use consensus decision making. A business literacy class both took proved especially fruitful: With the



\$ 95,000

THE AMOUNT THE TEAM REDUCED IN OVERTIME COSTS

of a marriage has to do with communication and how you engage with your partner—right? There are hard conversations that have to happen, and you’ve got to have the ability to trust your partner and be open and receptive to ideas.

I have non-Kaiser Permanente clients in the adversarial world, so I juggle. But when I go from adversarial to partnership, it’s great. I’m high on communication and engagement—and working together, in partnership.

—**DENICE L. WASHINGTON**, OPEIU Local 29 business representative, labor co-lead to the Northern California LMP Steering Committee



‘Passion for innovation’

IN 1997, I was starting to develop the confidence to ask important questions about life, like, “Do my glasses really need to be this huge?”

Seventeen years later, in 2014, I started at Kaiser Permanente as a customer service representative in the Denver Member Service Contact Center. As an SEIU Local 105 labor leader, I found my passion for innovation through partnership, and I am honored to continue that work today as a consultant with KP Colorado’s Patient Experience team.

—**LILIAN (LILY) CATES**, consultant, Patient Experience team (Colorado)



‘We might have differences, but we always come together with open and professional communication, sitting down together to solve those issues.’

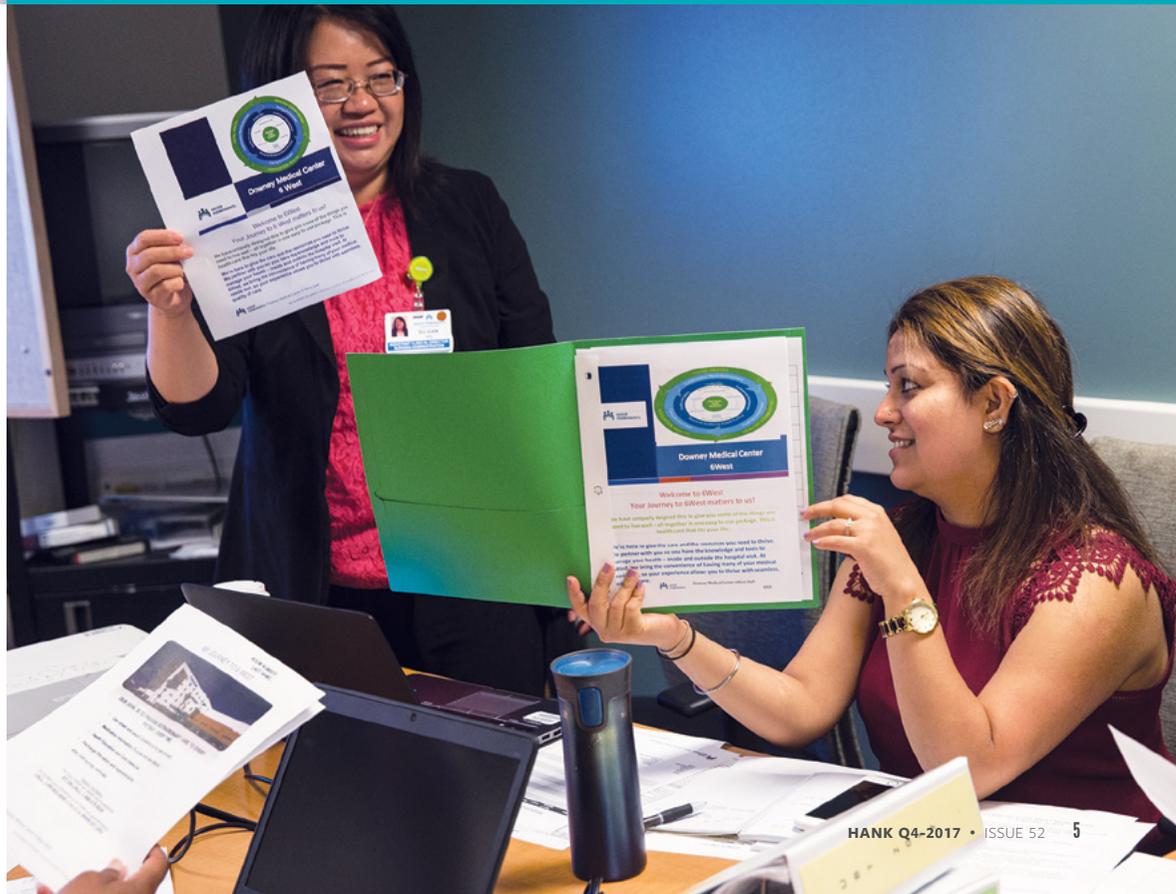
—**SU-XIAN HU**, assistant clinical director and management co-lead (also at left below, with Runeet Bhasin, union co-lead and UNAC/UHCP member)

information they brought back, the team tackled an affordability project that reduced overtime costs by more than \$95,000 last year.

“The UBT classes,” says Bhasin, “made me realize the real meaning of partnership, the collaboration of labor and management to work toward the same goal to provide high-quality care and to have a great work environment.”

The pair’s approach seems to be working. Their 75-member UBT is at Level 4 on the five-part Path to Performance, and it has earned accolades for outstanding patient care and gains in workplace safety and affordability.

“We want what is best for patients and for staff,” says Hu. “We might have differences, but we always come together with open and professional communication, sitting down together to solve those issues.” **HANK**





Listening is key for audiology co-leads

Appreciating each other's different skills and background helps relationship sing

ARTICLE BY: Otesa Miles | PHOTOS BY: Clement Britt

“YOU HAVE TWO EARS AND ONE MOUTH FOR A REASON,” television’s Judge Judy frequently says, quoting an ancient Greek philosopher. “You should listen twice as much as you talk.” Successful co-leads realize that making a partnership work requires listening and learning from one another.

Caroline Masikonde, RN, had been a management co-lead with the urgent care team at Largo Medical Center in the Mid-Atlantic States, an experience that helped her understand the importance of valuing her partner’s input. But when she accepted a new role as clinical operations manager in Northern Virginia Audiology in January 2016, she didn’t have any experience in audiology. So she’s relied heavily on her new labor co-lead, Lynn M. Reese, Au.D., a UFCW Local 400 member. Masikonde has learned why audiology UBT members escort patients outside (so they can try out new hearing aids in different conditions)—and her willingness to listen helped the co-leads bond quickly.

“Lynn is very experienced,” says Masikonde. “I lean on her even now.”

Reese, on the other hand, was new to the unit-based team structure, since the audiology UBT had just formed. That’s where Masikonde’s expertise came in. “We fit together pretty well,” says Reese. “Caroline is very open to listening and learning new things.”

Reese, too, expanded her knowledge, growing into an appreciation that she and Masikonde have equal say on what’s now a Level 4 UBT. “Everyone contributes,” says Reese. The ability to speak up led to Reese and the rest of the team requesting and receiving approval for an additional booth to test patients’ hearing.

Their new relationship was tested when a member—after waiting more than 12 weeks for a refund on a hearing aid that had cost more than \$1,000—alerted them, loudly and angrily, to the problem.

Instead of pointing fingers, UBT members figured out the issue: The refund request had to be processed through a department in Southern California, but the team had no way to follow up once the request was submitted.

“This lady forced us to look at this and do better for our members,” Masikonde says. “It prompted us to come up with a better workflow,” and now the team has names and contact information for the people who work on the refunds.

“Even though it was a bad situation, she made us want to improve,” Reese says.

Because the co-leads already were accustomed to relying on and listening to each other, they were able to quickly and calmly handle this tense situation with the unhappy member.

“We really learned our lesson,” Masikonde says. “Recently, we did a refund on a Monday—and by Friday, the member had the check. Lynn and I know our parts and do our dance.” **HANK**

Now hear this: Leaders and members of this UBT benefit from each other’s complementary workplace experiences. Pictured are audiologist Fabiola Peredo (above left) and (above right, left to right), Lynn Reese, Au.D., a UFCW Local 400 member; Roger Wallace, clinician; and Caroline Masikonde, clinical operations manager.



‘Even though it was a bad situation, [our patient] made us want to improve.’

— LYNN M. REESE MD, Au.D.,
UFCW Local 400 member

THE PARTNERSHIP JOURNEY



“We still face the challenge of getting everyone together for UBT meetings.”

BACKFILL



LEVEL PLAYING FIELD

“In our UBT meeting, you take your badge off, nobody is management, nobody is labor. We’re all working on a common goal.”



CAREER DEVELOPMENT

“The LMP has provided paths to career development through the educational trusts and career counseling.”



“Obtaining a labor sponsor is a challenge.”

SPONSORSHIP

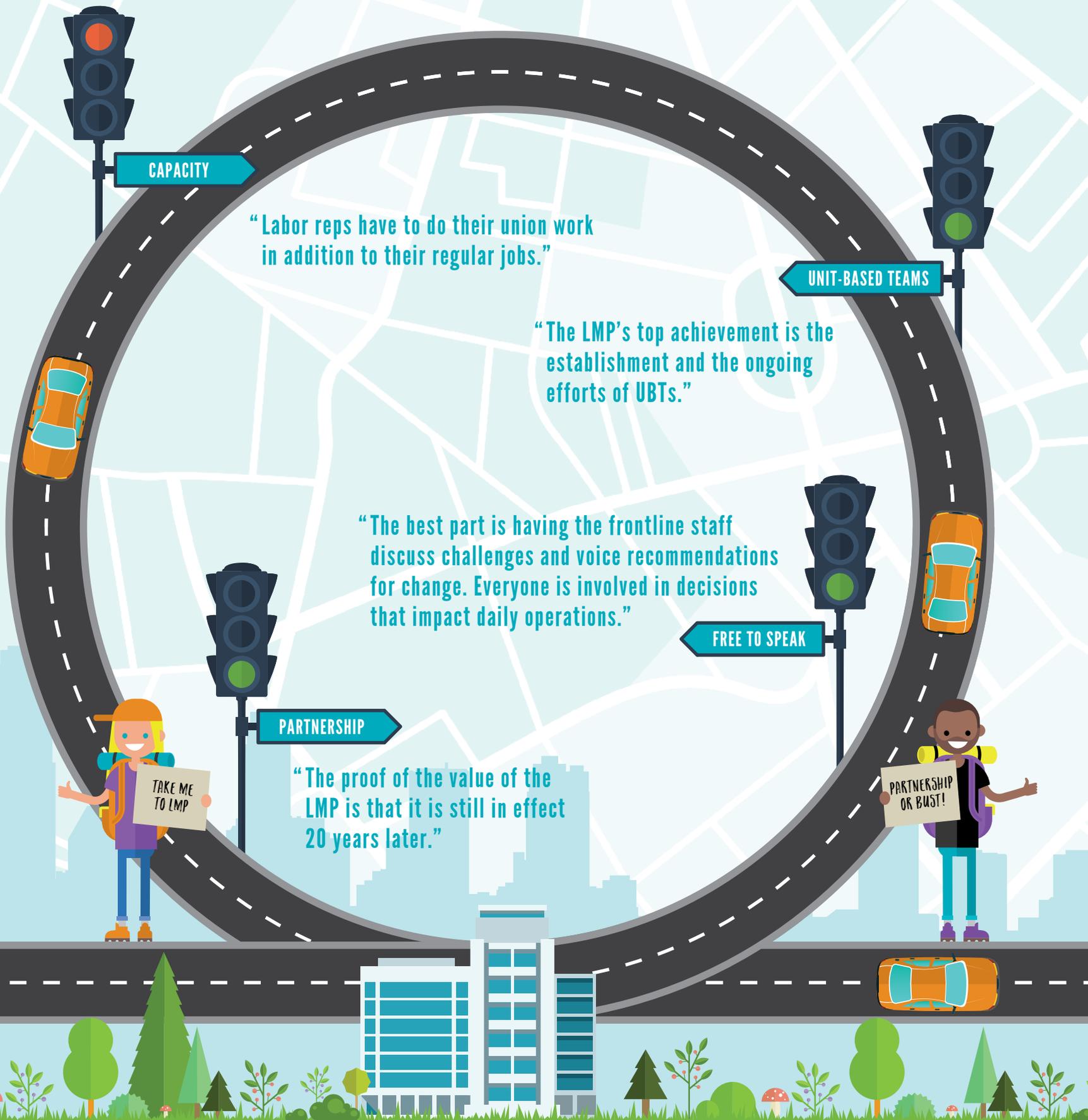


“People hold their tongue because they don’t want to be judged.”

FREE TO SPEAK



Twenty years down the road, what's working well and what issues does LMP need to address? *Hank* asked frontline workers, managers and physicians for their opinions. Here's a representative sample of what we heard.



THEN AND NOW



‘You come together right away’

IN 1997, I was the lead pharmacy tech and a shop steward for UAW Local 600 at a hospital in Detroit. I started at KP in 2005—before unit-based teams. Not everyone was on board with partnership. There was no team. We had no input. Once, we had an issue with an employee who was rude and made the workplace hostile. I spoke to her manager, who did nothing. It improved after several meetings and once I filed a grievance. The difference now is

you come together right away, on one accord. Managers realize we work as a team. We discuss issues without fear of retaliation—before, you felt retaliation. It’s wonderful now that we have UBTs with managers fully participating. When we come to the table, everyone’s title is off. We are all the same.

—**JULIA HOWARD**, certified pharmacy technician, UFCW Local 1996, Brookwood at Peachtree Medical Office (Georgia)

A DOSE OF FUN



Co-leads use laughter to help their team—and themselves

WHEN TERRI IMBACH, Family Practice manager at Mt. Scott Medical Office in the Northwest region, and labor co-lead Christina English, a licensed practical nurse and a member of SEIU Local 49, began to work together as UBT co-leads several years ago, they knew they needed to shake things up with the department’s unit-based team.

The staff worked hard to meet the demanding needs of the fast-paced medical office, but morale wasn’t great—and team members weren’t taking ownership of improvement work. UBT meetings were poorly attended and often turned into complaining sessions.

The co-leads’ first move was to go to UBT training classes together. That experience gave them an idea for their next move—which was to shake things up between the two of them by stepping away from work and getting to know each other outside the office.

“Getting out of the work environment is a good way to get away from the stress of the department,” explains English. This mindset set the tone for how they would operate together and helped them sustain a good relationship over time.

The co-leads also adopted “fun” as part of their regular UBT agenda, and meetings now are attended by nearly 100 percent of the staff.

“We think of fun ways to get to know each other in and out of the office, and we work to include fun elements in all of our meetings,” Imbach says. During the holidays, team members played relay games at their UBT meeting, and they participated in a fundraiser for a local youth organization that included playing basketball on donkeys.

The creative energy of the co-leads has helped engage all 40 members of the Level 5 team, who are juggling more than a dozen quality projects.

ARTICLE BY: Jennifer Gladwell

“Team members step up to take on projects now,” English says, “and there are friendly competitions to meet our goals.” **HANK**

‘We think of fun ways to get to know each other in and out of the office, and we work to include fun elements in all of our meetings.’

— **TERRI IMBACH**, Family Practice manager

Laughing out loud: Co-leads Terri Imbach, James R. O’Brien, MD, and Christina English, LPN, (opposite page, left to right) use fun to shake things up for their Mt. Scott Medical Office unit-based team.

‘You need buy-in’

IN 1999, I joined the Woodland Hills Medical Center’s LMP Council and was asked to help lead the council’s work on culturally competent care. My “aha” moment about partnership came when I realized you need buy-in from everybody to get things done. As a physician, you think, “I can do what I want.” But when we brought interpreters into the exam room, we needed support from frontline staff, the department administrator and physicians. Without partnership,

the workflow is inconsistent, systems are not addressed and patient care is fragmented. Conversely, when I’m in a department where I’m working with labor and management and we’re all on the same page, then the delivery of medical care works well for our patients, staff, managers and physicians.

— **PATRICIA DE LA RIVA, MD**, assistant area medical director and physician LMP champion (Southern California)



TAKE ACTION: KEEP YOUR TEAM GOING STRONG

Your team is tight. You plan, do, study and act with one hand tied behind your back. But sustaining success can be a challenge even for the best of teams. Keep your UBT going strong with these proven tools.

- + **Certificate of Appreciation.**
Recognition helps keep team members motivated and engaged.
- + **How to Help Teams Grow.**
A poster-style checklist full of great ideas.
- + **How-To Guide: Performance Improvement.** PI, from A to Z.
- + **Sustaining Change Checklist.**
Make sure you’re covering the bases.
- + **What to Do When a Team Is Stuck.**
Ideas for moving forward.

Find these on LMPartnership.org by typing the tool name in the search box.





‘Groundbreaking’

I HAD BEEN AT KAISER PERMANENTE TWO YEARS when the partnership kicked off in 1997. I was one of 16 people hired to work for this new partnership as an LMP consultant. We visited and studied eight organizations around the country with partnerships. The level of instruction we got was priceless. At the time, I didn’t understand the magnitude and how groundbreaking this agreement really was. Our first project was opening the hospital in Baldwin Park, in Southern California, in partnership. We also went into the regions to talk about partnership and do trainings.

There was lots of knocking on doors, since the regions didn’t know what we were doing. I was in that role until 2009, when I took my current job.

The way I see my role now is, I can’t make things happen independent of other people. My role is to make sure I’m being a good example of a good partner. My joy comes in influencing how our managers communicate with labor partners. How do we continue to genuinely try to partner when things get tough?

— **NADEAN CACHO**, director of performance improvement of LMP Programs (Mid-Atlantic States)



‘No Big Me, little you’

ARTICLE AND PHOTO BY: Tracy Silveria

Let’s talk: Co-leads Antronette Moore-Mohead and Joanna Harris (left to right) model great relationship skills.



‘I believe in the partnership’

I WAS ON THE PICKET LINE IN 1997.

I was a picket captain and not one SEIU member crossed the line at Portland’s Division Medical Clinic. I coordinated food bank runs, schedules for pick up and schedules for picketers. I remember speaking at a rally with around 150 people outside the KP building, and I was wearing my picket captain shirt—I wore this with pride. There was union solidarity—the Longshoremen helped us out in a number of ways, including giving about 10 of our folks jobs on the waterfront as on-calls. They made good

money—it was hard work. Thirty-three days on strike was a long time but worth it.

I retired in 2016 after working 26 years at Kaiser Permanente and then seven years for the Coalition of Kaiser Permanente Unions. I worked long days the last few years—but it was so different from 20 years ago. I believe in the partnership and what it does for workers. I loved working for the front line.

—KATE PINGO, SEIU Local 49, national coordinator (retired), Coalition of Kaiser Permanente Unions

Mutual respect sustains National Claims co-leads over the long haul

THEY FINISH EACH OTHER’S SENTENCES; they call each other “Mrs.”; they praise in public and correct in private.

Antronette Moore-Mohead and Joanna Harris are a model couple. They’d make a marriage counselor proud.

They’ve been together for three years, but they’re not married (to each other, that is)—they’re the unit-based team co-leads in the National Claims department, based in Oakland. Since co-leads frequently move on to new positions, Moore-Mohead and Harris are a long-term couple in the world of UBTs.

“We are all for the team,” says Harris, a national claims processor and OPEIU Local 29 steward, the UBT’s labor co-lead. “Praising workers’ effort or accomplishments helps keep morale up and folks engaged in their work.”

“Being transparent is key to succeeding as a team,” adds Moore-Mohead, the department’s processing supervisor and the management co-lead. “Also, honest, clear, concise communication is a must. So is having fun.”

They share stories and photos of their families, they tease each other about maybe not needing

that sugary snack, and they can tell when the other is “in rare form.” Even on days when stress is high, the two know when to give each other space or when to say, “Let’s talk it out.”

“We are free to bounce ideas off of each other, without fear of being shot down,” Harris says.

The positive vibe and mutual respect between the co-leads is apparent, but they are clear that they don’t mix outside of work time to alleviate any appearance of favoritism.

“I love that Antronette is passionate about her work. She operates from the perspective of ‘there is no Big Me, little you,’” explains Harris.

The department they lead is responsible for collecting fees and processing claims from services performed outside of Kaiser Permanente facilities. Last year, the high-functioning Level 4 team of 39 claims processors and examiners, who are represented by OPEIU Local 29, saved more than \$6 million by negotiating better rates for services rendered outside of the network.

“It’s important to pay it forward,” says Moore-Mohead. “We want to make sure we are growing our team and others have opportunities to learn.” **HANK**



TAKE ACTION: DOES YOUR RELATIONSHIP NEED A TUNE-UP?

Building trust and keeping lines of communication open is an ongoing process for team co-leads. Here’s a list of qualities that will help you have a good working relationship, minimize stress and deal more easily with issues when conflict does arise. Are there any you’ve been neglecting?

- ✔ Be able to say, “Let’s talk”
- ✔ Communicate clearly
- ✔ Be transparent
- ✔ Use humor
- ✔ Practice active listening
- ✔ Build trust
- ✔ Deal with facts, not feelings
- ✔ Be on the same page
- ✔ Be about the team
- ✔ Be accountable
- ✔ Praise in public, ask for change in private
- ✔ Keep it real



WHO'S THIS PERSON?

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



WHERE'S THE MISTAKE?

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



FOR EXAMPLE: Name tag is reversed.



ICEBREAKER: What city am I?

DIRECTIONS: For this classic icebreaker, have as many 3"x5" cards as you'll have people at your meeting, and write a famous city on each card—Paris, Rome, New York and so on. As each person arrives, a card gets taped to his or her back (without seeing what's written on it). People circulate the room asking questions that can be answered only with a "yes" or "no," gaining clues that will help them figure out the name of the city on their back. Give people five minutes to finish up the activity before you move to your meeting's next agenda item.

You can use names of famous people instead, or customize it for your Kaiser Permanente audience by using facility names or medical center departments.



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

HOW DO YOU SAY "HAPPY ANNIVERSARY"?

DIRECTIONS: Kaiser Permanente members speak more than 150 different languages. How's your language knowledge? Match each language to the "happy anniversary" phrase in that language.

Table with 2 columns: Language and Anniversary phrase. Includes Albanian, Armenian, Basque, Bosnian, Chinese, Esperanto, French, German, Italian, Japanese, Polish, Spanish, Swedish, Turkish, Vietnamese.

WORD JUMBLE: Make it last

DIRECTIONS: Unscramble these nine words to be reminded of qualities that are the building blocks of a lasting partnership.

crpeste

itmnoaucomcin

reysptnrraca

netohys

ohumr

tensnglii

rtust

eisasfrn

pcaoternipai

Party time!

Celebrate the Labor Management Partnership's 20th anniversary in your workplace. During your event, take a picture of your team with this issue of Hank, and email it to Hank@kp.org to be entered in a drawing for a prize for your team. Be sure to include your name, facility, address, phone number and the number of employees on your team. Visit LMPartnership.org/20th-anniversary for ideas for your celebration, including suggestions for videos to show and more.



SUPERSCRUBS

LMP's 20th ANNIVERSARY

We the People
Who Serve
Our patients,
in Order
to form
a More Perfect
Health Care
System,



Promote
the General
Welfare of Our
KD Members,
Patients and
Communities,



Ensure
We Deliver
High-Quality,
Affordable
Care, and



Secure the
Blessings
of Liberty
and the
Freedom
of Speech,



Do Ordain
and Establish
this Labor
Management
Partnership!





..... *Thanks to*

NEGOTIATIONS BETWEEN KAISER PERMANENTE AND THE COALITION OF KAISER PERMANENTE UNIONS, CONDUCTED IN

PARTNERSHIP

..... **WE HAVE:**



TEAM-LED IMPROVEMENTS TO QUALITY, SERVICE, SAFETY AND AFFORDABILITY



PERFORMANCE-SHARING PROGRAMS WITH CASH PAYOUTS



CAREER TRAINING AND EDUCATION TRUSTS



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