



WORD MATCH: 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.

Albanian	Gëzuar përvjetorin
Armenian	urteurren zoriontsua
Basque	joyeux anniversaire
Bosnian	kỷ niệm hạnh phúc
Chinese	Shnorhavor taredardz
Esperanto	Kinenbi omedetō
French	Grattis på årsdagen
German	feliz aniversario
Italian	Zhōunián kuàilè
Japanese	feliĉa datreveno
Polish	mutlu yıldönümleri
Spanish	sretna godišnjica
Swedish	alles Gute zum Jubiläum
Turkish	Szczęśliwa rocznica
Vietnamese	felice anniversario

WORD JUMBLE: Make it last

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

RESPECT

crpeste

COMMUNICATION

itmnoaucomcin

TRANSPARENCY

reysptnnraca

HONESTY

netohys

HUMOR

ohumr

LISTENING

tennsglii

TRUST

rtust

FAIRNESS

eisasfrn

APPRECIATION

pcaoternipai



WHO’S THIS PERSON?

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

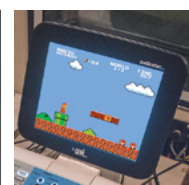


HARRY BRIDGES

Harry Bridges was the longtime head of the International Longshoremen and Warehousemen’s Union (now known as the International Longshore and Warehouse Union). In the late 1940s, his assurances of support helped Kaiser Permanente transition from covering World War II shipyard workers to becoming a public plan, and KP became the sole supplier of medical care to ILWU’s 6,000 West Coast members.

WHERE’S THE MISTAKE?

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



ON PAGE 6. AUDIOLOGIST IS PLAYING A VIDEO GAME.

SUPER MARIO BROS.

**WORD SCRAMBLE: Performance improvement savvy**

DIRECTIONS: Unscramble these word jumbles, then use at least half of them—nine or more—in a sentence about work your unit-based team has done or might do! It's OK to make it funny.

- | | | | |
|------------------------|------------------------------|-------------------|--------------------|
| 1. neyom | <u>M O N E Y</u> | 12. neitvs | <u>I N V E S T</u> |
| 2. emta | <u>T E A M</u> | 13. enspd | <u>S P E N D</u> |
| 3. ifnd | <u>F I N D</u> | 14. Inpa | <u>P L A N</u> |
| 4. sisvnga | <u>S A V I N G S</u> | 15. od | <u>D O</u> |
| 5. yiorntvne | <u>I N V E N T O R Y</u> | 16. dyuts | <u>S T U D Y</u> |
| 6. teasw | <u>W A S T E</u> | 17. ctaw | <u>A C T</u> |
| 7. suppesil | <u>S U P P L I E S</u> | 18. radrwe | <u>R E W A R D</u> |
| 8. dbuetg | <u>B U D G E T</u> | | |
| 9. fsrctaoe | <u>F O R E C A S T</u> | | |
| 10. pmrevtmneio | <u>I M P R O V E M E N T</u> | | |
| 11. peofrnrecam | <u>P E R F O R M A N C E</u> | | |

**WHO'S THIS PERSON?**

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BOBBIE COLLEN

Frances Bobbie Collen (1914-1996) was an accomplished professional as well as being the wife of Morris "Morrie" Collen, MD. She was a nurse with a master's degree in health education, and was the force behind the groundbreaking Health Education Research Center at the Kaiser Permanente Oakland hospital.

WHERE'S THE MISTAKE?

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

ENGAGED, ENABLED, EMPOWERED

Lipari's updates and other regional communications provide LSCs with information on the types of projects to take on to support California's strategy. To address some of the acute issues, the strategy, the region is making greater use of digitally enabled services, some of which were developed by the health system and some by technology.

But success requires the know-how of the system and our LSCs. "Engaged, enabled and empowered" means standards to identify and measure success in working with new agencies and help take some out of the system.

The result is that LSCs in California understand what is expected and answer to the needs of the system. It's about time. And they've helped the region achieve the region's goal for quality.

But "You can't just grow up to be a long-term success." Lipari tells managers and workers. "You will build it from within. And you can't do it alone. But we can do it with a little bit more. It's about providing more access to the best care to more people." *—Lipari*

TIPS FOR REACHING OUT

Health care is the most complex of all the California regions can extend services to their business. It's a complex world of management, with workers, managers and physicians across the region.

Leadership training: In-person meetings for up to 100 health plan, medical group and other leaders, which also includes self-managed programs. All the presenters and managers of the California Permanente Medical Group and Kaiser Permanente Medical Group are invited to the national conference in California for the nation's health care industry.

Leadership and training training: In the first nine months of regional programs, Lipari selected the region's top 100 and 25 administrative offices. He continues to expand the training and leadership at all levels to do the same.

Health care strategy: Lipari discusses with health and business LSCs the local and 100 local strategy, how to build a better system.

RIGHT SETTING, LOWER COSTS, BETTER CARE

Team improves care and helps save \$1 million by educating patients about Emergency Department use

PHOTO: LSC - Linda Gaudin / LSC - Linda Gaudin

ON PAGE 6, THE 'N' IN 'EMERGENCY' ABOVE THE DOORS IS FACING BACKWARDS.



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.



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



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BEATRICE LEI, MD

Beatrice Lei, MD, a pediatrician, became a founding partner of The Permanente Medical Group in 1946, making her the first woman physician partner and first partner of Asian heritage.

WHERE'S THE MISTAKE?

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



PICTURE OF HENRY KAISER HIDDEN ON CELL PHONE ON PAGE 4.

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

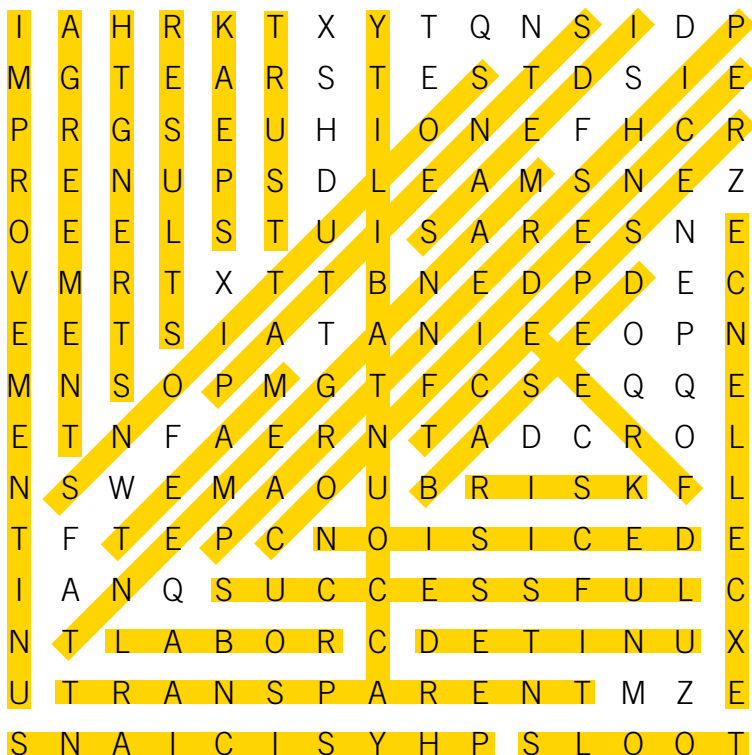
Which body part harbors the most germs?

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

? HANK 49: ANSWER KEY TO PUZZLES AND GAMES

WORD SEARCH: I'm in a UBT and so are you!

DIRECTIONS: Find the following words, all of which relate to principles of partnership. The words may appear vertically, horizontally or diagonally, and may be read from either direction.



ACCOUNTABILITY

LABOR

SPEAK

AGREEMENT

MANAGEMENT

STRENGTH

BASED

PARTNERSHIP

SUCCESSFUL

CONFIDENCE

PATIENTS

TEAM

DECISION

PHYSICIANS

TOOLS

EXCELLENCE

RESPECT

TRANSPARENT

FREE

RESULTS

TRUST

IDEAS

RISK

UNIT

IMPROVEMENT

SOLUTIONS

UNITED

WHO'S THAT PERSON?

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CAN YOU NAME THIS PERSON?

Edgar F. Kaiser

Edgar F. Kaiser (1908-1981) was the eldest son of Henry J. Kaiser and worked for the various Kaiser industries all his life, including Kaiser Steel and the Kaiser-Frazer automobile corporation. As manager of the World War II shipyards in the Portland area, he hired the first woman shipyard worker in U.S. history as well as workers with physical disabilities. He succeeded his father as chairman of the Kaiser Permanente Health Plan and Hospitals boards of directors. In 1969, he was awarded the Medal of Freedom for his efforts to expand low- and moderate-income housing.

TRIVIA QUESTION

What is the largest internal organ in the human body?

a) Brain b) Lung c) Heart **d) Liver**

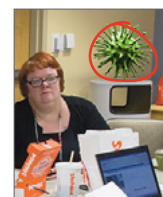
The largest organ in the human body, the adult liver can weigh between 1.2 - 1.5 kg (2.64 - 3.3 lb)—about one thirty-sixth of the total body weight and can measure up to 22 cm (8.6 in) long and 10 cm (3.9 in) wide.

WHERE'S THE MISTAKE?

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

YOUR ANSWER FOR THIS ISSUE:

On page 3, there is a flu virus sitting on top of the trash can.



? HANK 48: ANSWER KEY TO PUZZLES AND GAMES

WHERE'S THE MISTAKE?

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

YOUR ANSWER FOR THIS ISSUE:

On page 9, the woman on the far right has the "RN" on her name tag displayed backwards.



WHO'S THAT PERSON?

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CAN YOU NAME THIS PERSON?

Calvin Wheeler, MD

Calvin Wheeler, MD, joined Kaiser Permanente in 1984; in 1998, he was named physician-in-chief in the Department of Neurology at the Fremont Medical Center in Northern California, the first African American to hold the post. Dr. Wheeler was a founding member of the Kaiser African American Professionals Association (KAAPA) in Northern California.

TRIVIA QUESTION

Which part of the body contains cells that divide much faster than other cells?

- a) Fingernails
- ☒ b) Hair
- c) Skin
- d) Liver

The living part of the hair is the very bottom part surrounding the papilla, called the bulb. The cells of the bulb divide every 23 to 72 hours, remarkably faster than any other cell in the body.

? HANK 46: ANSWER KEY TO PUZZLES AND GAMES

WORD SCRAMBLE: Each member an individual

DIRECTIONS: Unscramble these 16 jumbles and transfer letters to the corresponding numbered squares to get to the final inclusive phrase below.

minccoeo	E C O N O M I C
geipcaoghr	G E O G R A P H I C
gea	A G E
aeanggul	L A N G U A G E
aecr	R A C E
iensulcvi	I N C L U S I V E
nimacsosop	C O M P A S S I O N
ehamtyp	E M P A T H Y
ndeger	G E N D E R
uutliucarltml	M U L T I C U L T U R A L
btliisdayi	D I S A B I L I T Y
tiuyeq	E Q U I T Y
nerelutvo	V O L U N T E E R
topsrpu	S U P P O R T
ndsndnguirtae	U N D E R S T A N D I N G
gninlseti	L I S T E N I N G

YOUR ANSWER:

C U L T U R A L L Y C O M P E T E N T
C A R E L E A D S T O B E S T
H E A L T H O U T C O M E S

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?

Phillip T. Chu, MD

Honolulu-born **Philip Chu, MD**, became the first Executive Chairman of the Hawaii Permanente Medical Group and Chief of Staff of the first Kaiser Foundation Hospital in Honolulu when the Medical Group was formed in 1960. Under his leadership, he saw the medical staff grow from 29 physicians serving 25,000 members to more than 80 physicians caring for approximately 85,000 Health Plan members.

TRIVIA QUESTION

How many miles of nerves are there in the human body?

- a) 1 **b) 45**
c) 25 d) 100

WHERE'S THE MISTAKE?

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

YOUR ANSWER FOR THIS ISSUE:

The back cover poster image is flipped on the Table of Contents



? HANK 45: ANSWER KEY TO PUZZLES AND GAMES

WORD MATCH: Growing KP

DIRECTIONS: Connect the phrase in the first column with its description in the second column.

Adapt, adopt, abandon	What teams do with a test of change after they've tried it
Performance improvement (PI)	A primary focus of UBT work
Interest-based problem solving (IBPS)	A process that surfaces common concerns or aspirations
Rapid Improvement Model (RIM)	The primary PI method UBTs use
Consensus decision making (CDM)	The method teams usually use to arrive at agreement
Path to Performance	The five-stage scale for rating unit-based teams
UBT Tracker	Where teams record their PI work
Small test of change	A way of trying something new that makes it OK to fail
Plan, Do, Study, Act (PDSA)	The four steps of RIM
Unit-based team (UBT)	The engine of performance improvement at Kaiser Permanente

WHERE'S THE CHANGE?

One familiar element that's been part of every issue of *Hank* since the first one in December 2004 is changed this issue. Can you find it? We'll tell you more in the Winter 2016 issue!

YOUR ANSWER FOR THIS ISSUE:

LMP has a new logo.

LMP LABOR MANAGEMENT
PARTNERSHIP

WHO'S THAT PERSON?

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CAN YOU NAME THIS PERSON?

Morris F. Collen, MD

Morris F. Collen, MD, began his KP career administering to workers the Richmond shipyards during World War II. He was an original partner in The Permanente Medical Group, was the founder of the Kaiser Permanente Division of Research and a pioneer in the use of computers in medicine. He died on Sept. 27, 2014, at the age of 100.

TRIVIA QUESTION

The smallest bones in the human body are found in:

- a) Feet
- b) Ears
- c) Fingers
- d) Knees

? HANK 44: ANSWER KEY TO PUZZLES AND GAMES

TRIVIA: LMP Lore

DIRECTIONS: Test your knowledge of the history of unions and Kaiser Permanente—and have some fun, too!

1. What federal law allows unions to bargain wages, hours and working conditions?
a) The National Union Rights Act
b) The National Labor Relations Act
c) The National Collective Bargaining Act
2. What percentage of the U.S. workforce was represented by a union in 2014?
a) 6.6 percent
b) 11.1 percent
c) 35.7 percent
3. When did the Coalition of Kaiser Permanente Unions form?
a) 1990
b) 1996
c) 1997
4. What is the Path to Performance?
a) A performance improvement method
b) A grievance procedure
c) A programwide rating system for unit-based teams
5. How many unit-based teams does KP have?
a) More than 5,000
b) More than 2,500
c) More than 3,500
6. What percentage of those teams are ranked as high-performing (as of March 2015)?
a) 63 percent
b) 71 percent
c) 89 percent
7. What is UBT Tracker?
a) An online reporting system that allows UBTs to share information about their tests of change
b) An inventory management tool
c) A rating system for unit-based teams
8. For employees to feel free to speak up and share ideas, they need a work environment that _____.
a) is free of blame and ridicule.
b) pinpoints fault when a mistake is made.
c) values ideas from those in higher-status positions over ideas from those in lower-status positions.
9. Which two unions played a big role in the Permanente Foundation Health Plan succeeding in its early years?
a) International Longshoremen and Warehousemen's Union
b) United Steelworkers
c) Retail Clerks Union Local 770
10. When did the Labor Management Partnership form?
a) 1995
b) 1997
c) 2000
11. What is the preferred problem-solving method used in partnership?
a) Consensus-driven problem solving
b) Interest-based problem solving
c) Position-based problem solving
12. Who is at the center of unit-based teams' decision making?
a) The team's physician co-lead
b) The team's union and management co-leads
c) The KP member and patient

WHERE'S THE MISTAKE?

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

YOUR ANSWER FOR THIS ISSUE:

Badge is upside down, page 12



WHO'S THAT PERSON?

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CAN YOU NAME THIS PERSON?

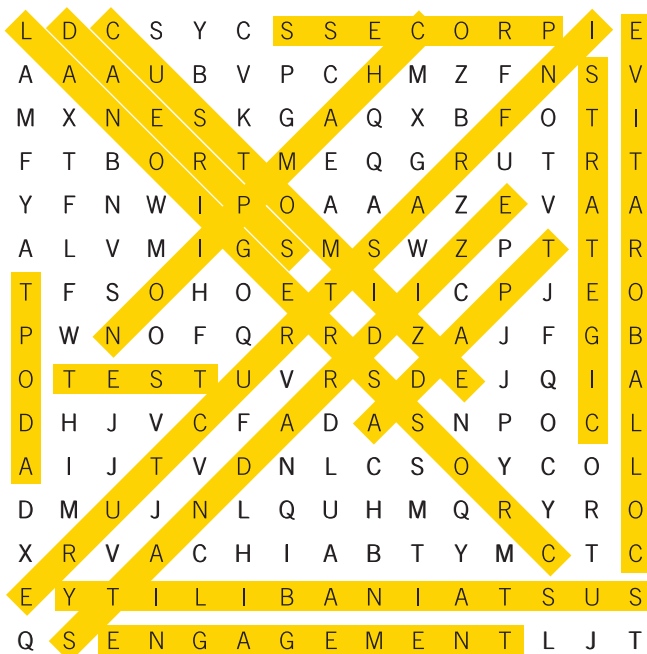
Bess Kaiser

Bess Fosburgh Kaiser (1886-1951) and Henry J. Kaiser married in 1907. They met at Lake Placid, New York, when she was 19, and he, 23. Bess' father encouraged Henry to broaden his career goals, and by the late 1930s he'd built a successful construction business. The couple had a modest vacation cottage on the creek above Henry's Permanente Quarry and Cement plant in Cupertino, California; in 1942, when the new WWII shipyard medical program was being created, Bess felt the name of that year-round stream should represent it.

? HANK 43: ANSWER KEY TO PUZZLES AND GAMES

WORD SEARCH: Get your spread on

DIRECTIONS: Find the following words, all of which relate to spreading and adopting successful practices. The words may appear vertically, horizontally or diagonally, and may be read from either direction.



ADAPT
ADOPT
CHAMPION
COLLABORATIVE
CROSS-REGIONAL
CUSTOMIZE
ENGAGEMENT
INFRASTRUCTURE
PROCESS
SPREAD
STANDARDIZE
STRATEGIC
SUSTAINABILITY
TEST

WHO'S THAT PERSON?

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CAN YOU NAME THIS PERSON?

Avram Yedidia

Avram Yedidia (1911-1990) was a medical economist and early architect of Kaiser Permanente health plan policy. During World War I, he was in charge of the steel department in the Richmond shipyards, and after the war ended he was chosen to help rebuild membership in the health plan after the shipyard workforce plummeted. He is credited as the major architect of dual or multiple choice in employer-paid programs and for advancing the principles of community rating. He was also one of the most effective and articulate advocates of the financial wisdom of paying for preventive, ambulatory services in order to avoid costly hospitalization. In 1959, he established his own consulting business to serve a wide range of U.S. and international public health efforts, but continued to advise Kaiser Permanente's leaders for another 31 years.

WHERE'S THE MISTAKE?

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

YOUR ANSWER FOR THIS ISSUE:

Game of Thrones screenshot on the far right monitor, page 12



TRIVIA QUESTION

How far does the blood in the human body travel in a day?

- a) 60 miles
- b) 6,000 miles
- ☒ c) 60,000 miles
- d) 600,000 miles

? HANK 41: ANSWER KEY TO PUZZLES AND GAMES

WORD SCRAMBLE: Recipe for great attendance

DIRECTIONS: Unscramble these six jumbles and transfer the letters to the corresponding numbered squares to get to the final phrase about creating a workplace that inspires people to avoid unplanned time off.

ILFXETIIYLB	FLEXIBILITY
EMTAORWK	TEAMWORK
CCYNTSNOISE	CONSISTENCY
GNETNMEAEG	ENGAGEMENT
NIITAOYCTCALUB	ACCOUNTABILITY
SPDEEILRHAE	LEADERSHIP

YOUR ANSWER:

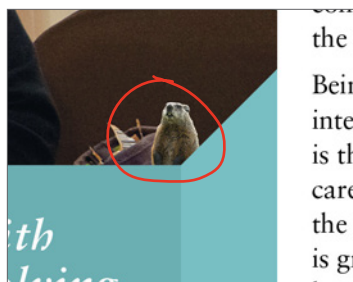
E	S	S	E	N	T	I	A	L	S	F	O	R	
G	O	O	D	A	T	T	E	N	D	A	N	C	E

WHERE'S THE MISTAKE?

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YOUR ANSWER FOR THIS ISSUE:

Groundhog peeking out of the corner, page 13



WHO'S THAT PERSON?

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CAN YOU NAME THIS PERSON?

Peter DiCicco

Peter DiCicco was the founding executive director of the Coalition of Kaiser Permanente Unions. As secretary-treasurer of the AFL-CIO Industrial Union Department, he was the lead union negotiator during the formation of the Labor Management Partnership.

TRIVIA QUESTION

Before surgical dressings of gauze and cotton were introduced, what was commonly used to cover wounds in U.S. hospitals?

- a) Flour
- b) Dried tea leaves
- c) Pressed sawdust
- d) Leather patches

? HANK 41: ANSWER KEY TO PUZZLES AND GAMES

WORD SCRAMBLE: Patient participation

DIRECTIONS: Unscramble these nine jumbles and transfer the letters to the corresponding numbered squares to get to the final phrase about involving patients in performance improvement.

TAENPIT DAVRIOSY CONLUIC PATIENT ADVISORY COUNCIL
 VEICO VOICE
 PANTIET PATIENT
 MENOVTEIPSMR IMPROVEMENTS
 SERNU NEDLOEKGW GEXEHNCA NURSE KNOWLEDGE EXCHANGE
 HET LERA TUTHR THE REAL TRUTH
 TCNERE CENTER
 REMMEB MEMBER
 XESTIRPEE EXPERTISE

YOUR ANSWER:

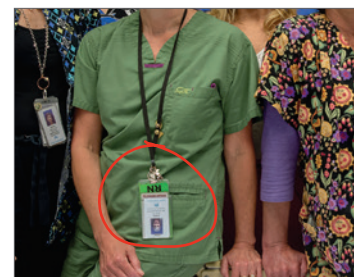
UNIT-BASED TEAMS ARE GIVING
 A VOICE TO PATIENTS

WHERE'S THE MISTAKE?

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

YOUR ANSWER FOR THIS ISSUE:

Name badge is upside down, page 11



WHO'S THAT PERSON?

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CAN YOU NAME THIS PERSON?

Margaret "Maggie" Knott

Margaret "Maggie" Knott was an exceptional physical therapist at the Kaiser Rehabilitation Center in Vallejo who became world famous for practicing and teaching proprioceptive neuromuscular facilitation (PNF). This was a highly successful treatment modality for those suffering from severe physical impairment, many of them polio or rheumatic fever patients. Knott was hired in 1948 when the center opened and later became the director. She passed away in 1978.

TRIVIA QUESTION

What is the term for an intense fear of cooking?

- a) Clinophobia
- ☒ b) Mageirocophobia
- c) Homichlophobia
- d) Metathesiophobia