



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.

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