



# LABOR MANAGEMENT PARTNERSHIP

## Kaiser Permanente and the Coalition of Kaiser Permanente Unions

### Strategy That Gets Results

A better way to work, a better way to deliver care. The Labor Management Partnership between Kaiser Permanente and the Coalition of Kaiser Permanente Unions took that as its mantra 20 years ago, and lives it every day.

The partnership is a shared strategy for organizational change, performance improvement and workforce engagement. It is the largest, most successful labor-management partnership in the United States, covering more than 120,000 Kaiser Permanente workers in 30 union locals across the organization. And it helps us deliver on our mission of providing high-quality, affordable care to our members, patients and communities.

The collaboration has helped Kaiser Permanente win recognition from the National Committee for Quality Assurance, U.S. News & World Report and many others for clinical quality, patient safety and member satisfaction. At the same time, it has increased union membership and provided the best jobs in health care for workers.

### Healthier Outcomes

We get results through self-directed work teams we call unit-based teams (UBTs), which are made up of frontline managers, employees and physicians. Teams are measured quarterly on several dimensions of performance and engagement. Hard data shows a link between our partnership approach and key clinical and business outcomes.\* For instance:

**60%**

FEWER PATIENT  
FALLS WITH INJURIES

**38%**

FEWER WORKPLACE  
INJURIES

**21%**

FEWER LOST  
WORK DAYS

**13%**

IMPROVEMENT IN  
PATIENTS' OVERALL  
HOSPITAL SATISFACTION

\*These percentages measure differences between departments based on either UBT performance rankings or employee engagement scores.

# LABOR MANAGEMENT PARTNERSHIP AT KAISER PERMANENTE

## Good for Patients, Workers and Management

### For Kaiser Permanente:

- 16,000 team-led projects to improve service, quality and work processes in 2017
- More than \$48 million in cost savings in 2016
- Engaged workforce with among the lowest turnover rates in the industry
- Operational stability and health plan membership growth

### For the Coalition of Kaiser Permanente Unions:

- Industry-leading wages and benefits
- Employment and income security
- A voice for workers and patients in performance, and future design of work
- Card-check organizing neutrality; union membership growth

## The Power of Teams

Unit-based teams are co-led by a manager and a union member, and draw on the diversity and expertise of all team members.

Unit-based teams give workers a voice to identify and solve problems, save member dollars through greater efficiency, and improve quality and patient care.

## A Model of Mutual Respect

Joint discussion and decision making takes place at every level of the organization, from frontline teams on up. In addition, joint programs in workplace safety and wellness, job and career development, community service, and market outreach are helping Kaiser Permanente and the Union Coalition remain leaders in health care.



**“We have tapped into the potential of smart people all over the organization who come here every day and try to figure out, ‘How do I improve quality, how do I improve service, how do I improve affordability?’ That’s an incredible competitive advantage to our organization.”**

— **BERNARD J. TYSON**  
Chairman and CEO, Kaiser Permanente



**“Our partnership is strong. KP has become an acknowledged industry leader in quality care, and our unions have added members and raised living standards.”**

— **DENISE DUNCAN, RN**  
President, United Nurses Associations of California/Union of Health Care Professionals



**“The Kaiser Permanente Labor Management Partnership demonstrates the potential value of partnership for both labor relations in the 21st century and as a model for health care delivery and improvement.”**

— **THOMAS KOCHAN**  
MIT Sloan School of Management



**“Our unit-based teams are the single most powerful vehicle we have at Kaiser Permanente to empower employees and lead change.”**

— **SHAWN WINNICK, MD**  
Assistant clinical director, Ontario Medical Center, Southern California