



KAISER PERMANENTE
HAWAII
DELIVERING BETTER CARE
IN PARTNERSHIP



WELCOME

“Kaiser Permanente Hawaii’s unit-based teams exemplify the power of partnership and teamwork in ensuring the Hawaii Region’s communities are cared for at the highest caliber. Leveraging tools and skills that increase consistency and standardization in patient care settings and operations, our unit-based teams’ collaboration is guided by the safety, health, and well-being of everyone we serve. Through this shared vision and passion, their achievements, innovation, and sharing of knowledge helps to continue the delivery of value, high quality care, and exceptional service to our members, patients, and ‘ohana’.”

Janet Liang, president, Kaiser Permanente Hawaii

Geoffrey Sewell, MD, FACP, president and executive medical director, Hawaii Permanente Medical Group, Inc.



“Unit-based teams give our union members working on the front lines a voice in how everyday work is improved upon here at Kaiser Permanente. We have quite an opportunity to provide input, lead change and make a difference in our patients’ lives.”

—MARINA ROBINSON, RN, union partnership representative, Hawaii Nurses Association, OPEIU Local 50



“The team concept continues to consistently deliver positive changes for our patients and families. Unit-based teams have made a great impact on our employees as well.”

—LINDA PU’U, RN, MSN, chief nursing officer, Moanalua Medical Center



“The Labor Management Partnership has had a very positive impact in the Hawaii Region both at the hospital and clinic. Through the hard work of our unit-based teams, we have experienced significant improvements in service, efficiencies in work flow, increased employee engagement and innovation.”

—WILLIAM F. HAUG, vice president, quality and chief operating officer, care delivery, Kaiser Permanente Hawaii



Kaiser Permanente Hawaii leaders, Janet Liang and Geoffrey Sewell, MD, celebrate achievements of Kaiser Permanente employees and members.

Published by Kaiser Permanente Hawaii Labor Management Partnership

Graphic design by Stoller Design Group

KAISER PERMANENTE YESTERDAY, TODAY AND TOMORROW



Henry John Kaiser was a builder of many things—ships, cars, roads, natural gas pipelines, dams (including the famous Hoover Dam). But Kaiser’s most lasting legacy was a health plan that allows people to receive quality, affordable medical care.

Kaiser and Dr. Sidney Garfield teamed with Harry Bridges, president of the International Longshoremen’s and Warehousemen’s Union, to provide a health plan for his unionized workers in the 1940s. Each partner helped the other through tough times.

Kaiser and Dr. Garfield already were providing medical services to employees in California and Washington State when Kaiser first visited Hawaii in 1954. He fell in love with the state, and soon built a cement plant, radio and TV stations, a hotel and residential community—and the Kaiser Permanente Ala Moana Medical Center (where the Hawaii Prince Hotel Waikiki now stands).

Kaiser Permanente Hawaii celebrated its 50th anniversary in 2008.

KP is now a leading health care system in the state, with 4,400 employees and 410 doctors who serve more than 222,000 members at the Moanalua Medical Center and 17 clinics on Oahu, Maui and the island of Hawaii. Doctors in private practice are contracted to provide care for patients on Kauai, Molokai and Lanai.

Kaiser Permanente Hawaii has a strong labor relationship, employing 2,800 union employees who belong to Hawaii Nurses Association, Office and Professional Employees International Union Local 50; Hotel Employees and Restaurant Employees Union Local 5; and the International Longshoremen’s and Warehousemen’s Union Local 142.

THE LABOR MANAGEMENT PARTNERSHIP AT KAISER PERMANENTE

The nation’s largest and longest-lasting labor management partnership began at Kaiser Permanente in 1997. Today, KP and 29 local unions, representing nearly 100,000 frontline employees, work under a national agreement to advance performance improvement.

HISTORICAL NOTE



Aerial view of the original Kaiser Permanente Ala Moana Medical Center location, 1958.

Photo courtesy of the Kaiser Permanente Heritage Resources Archive.

THE POWER OF PARTNERSHIP

The Labor Management Partnership creates a special role for employees and physicians working together in their units and departments at Kaiser Permanente's hospitals, clinics, labs, pharmacies, and other facilities. These groups of caregivers, which Kaiser Permanente refers to as unit-based teams, improve operations in the course of their day-to-day work.

Every working family deserves the great care we provide at Kaiser Permanente. Frontline employees, through their work for and contact with KP members, are sharing valuable knowledge and passion about our unique health care system.

AT KAISER PERMANENTE HAWAII, WE HAVE:

- Nearly 900 union nurses covered under the partnership with Kaiser Permanente
- 41 unit-based teams improving KP's performance on Oahu

HAWAII'S TEAMS ARE HELPING PATIENTS:

- Manage pain
- Spend more time with their newborns
- Spend less time waiting for services



PARTNERSHIP IN DAY-TO-DAY PRACTICE MEANS THAT WE HAVE A COLLABORATIVE RELATIONSHIP. WE VALUE THE VIEWS AND OPINIONS OF THE STAFF.



—Janet Lundberg

Nurse manager, Ambulatory Surgery Recovery and Procedural Sedation
Moanalua Medical Center

KAISER PERMANENTE
HAWAII VALUES
EXCELLENCE

Moanalua Medical Center has earned numerous accolades from national and international organizations and agencies that rate hospitals for quality, patient safety, caring for Medicare patients, and other regional and national measures.

FROM 2009 TO 2012, PARTNERSHIP TEAMS DOUBLED IN NUMBER AND:

- Delivered consistent, high-quality service to every member on each visit
- Saved lives through prevention, early detection and treatment
- Strengthened Kaiser Permanente Hawaii's presence in the community
- Championed the health and well-being of Hawaii's people
- Continued to be good stewards of our resources
- Engaged union members, managers and physicians in creating and maintaining a safe and supportive work environment



★ AWARDS AND ACCOLADES

Through a shared vision and the engagement of all employees and physicians, Kaiser Permanente Hawaii continues to reach new levels of excellence in prevention and treatment of disease, and the satisfaction of our members and patients.

MOANALUA MEDICAL CENTER RECOGNIZED FOR ITS ADVOCACY OF THE BENEFITS OF BREASTFEEDING

Moanalua is the first and only hospital in Hawaii to receive the distinction of being a Baby-Friendly Hospital from the World Health Organization and UNICEF.

AMERICAN HEART ASSOCIATION'S HIGHEST RECOMMENDATION FOR STROKE CARE

The Get With The Guidelines® (GWTG) Stroke Gold Plus Quality Achievement Award recognizes our commitment and success in implementing the highest standard of care for stroke patients.

HIGHEST-RANKED COMMERCIAL AND MEDICARE HEALTH PLANS IN THE STATE

In 2012, Kaiser Permanente had the highest-ranked commercial and Medicare health plans in Hawaii, according to the National Committee for Quality Assurance.

BEST DOCTORS IN HAWAII

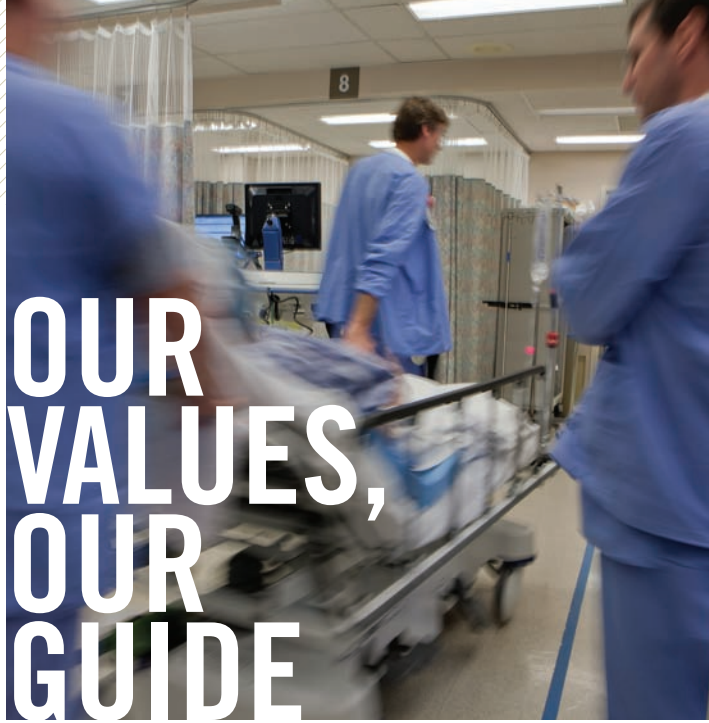
More than 60 Kaiser Permanente physicians were named among the state's top medical professionals on the 2012–2013.

HIGHEST HONOR FOR PATIENT-CENTERED CARE

All 16 of our primary care clinics have received the National Committee for Quality Assurance's Physician Practice Connections® Patient-Centered Medical Home™ Recognition at Level 3—the highest level possible.



OUR VALUES, OUR GUIDE



THE VALUE COMPASS ensures our patients and members are at the center of everything we do.

For our employees and physicians, Kaiser Permanente is more than just a workplace. We look to the Value Compass to remind us why we're here—and to provide the guiding principles that shape our strategy.

To support our commitments to our members and patients, the core of what KP is all about, we make sure everything we do supports one or more points of the Value Compass.

THE VALUE COMPASS keeps KP focused on members and patients

BEST QUALITY

1 EAST AND 1 WEST MEDICAL/SURGICAL
Addressed the prevention and management of pressure ulcer sores for inpatients

POST-ANESTHESIA CARE
Helped surgery patients communicate and manage their pain levels

MOTHER/BABY
Provided life-saving emergency airway kits in all patient rooms

MOST AFFORDABLE

NEONATAL INTENSIVE CARE
Decreased duplication and waste of medical supplies to create savings to pass along to KP members

GASTROINTESTINAL/GASTROENTEROLOGY
Reorganized supplies and medications to eliminate costly overstocking and duplicate orders

BEST SERVICE

ONCOLOGY
Decreased patient waiting times for chemotherapy

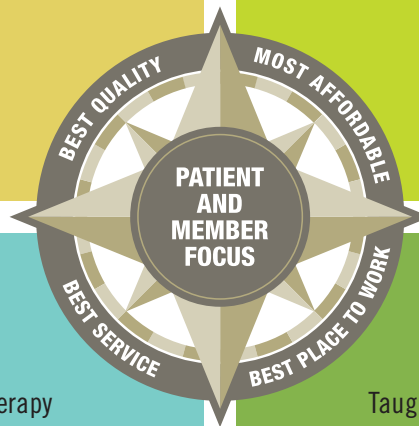
2 EAST MEDICAL/SURGICAL AND TELEMETRY
Improved instructions and communications to patients about their medications

2 WEST MEDICAL/SURGICAL
Implemented "purposeful rounding," the nursing practice of regularly checking on patients' needs with the promise to return in 1 hour

BEST PLACE TO WORK

5 EWA (WEST) MEDICAL/SURGICAL
Taught nurses proper lifting techniques to eliminate injuries among workers and patients

OPHTHALMOLOGY
Provided additional on-the-job training to help staff excel in administration of medicines and procedures



Other units with labor-management teams working on performance improvement include:

Critical Decision Unit, Orthopedics/Podiatry, Ambulatory Treatment Center, Diagnostic Imaging, Malama West Medical/Surgical, Nephrology, Pediatrics, Hemodialysis, and Dermatology and Gerontology at the Honolulu Clinic.

QUALITY CARE
FOR OUR PATIENTS:

LABOR AND DELIVERY AT MOANALUA MEDICAL CENTER



“ More babies are spending their first hour of life skin-to-skin on their moms.”

— Krisann Oishi, RN, Labor and Delivery Unit, Moanalua Medical Center

Newborns and mothers need at least an hour of skin-to-skin contact immediately after birth, according to health care experts. The nursing team in Labor and Delivery promoted the benefits of skin-to-skin contact, talking to patients during their pre-admission tours of unit, the hospital admission process and once the baby arrives. But the education didn't stop there: Team representatives also talked to one another, using one-on-one informal conversations, bulletin board posters and a “staff communication tree,” where nurses volunteered to keep others informed about the benefits of newborn skin-to-skin contact. The result? The team reached its goal of having two-thirds of the mothers spend at least 60 minutes of this important time with their newborns right after delivering.



*SERVICE WITH A
SMILE—AND HEART:*
**OBSTETRICS AND
GYNECOLOGY AT
HONOLULU CLINIC**

BEST SERVICE



The nurses on this frontline team in the Obstetrics and Gynecology department reduced the average amount of time their patients spent waiting for injections administered by the clinic. Each shift, they select a “shot nurse,” whose main duty for the day is to give patients injections. The nurses use a whiteboard to post the daily shot nurse assignment. The nurses also use instant messaging to alert clinic nurses to patients checking in who may need shots. Instead of waiting six minutes on average, OB-GYN patients spend little more than three minutes out of their busy schedules waiting.

*KEEPING KAISER
PERMANENTE AFFORDABLE:*
**AMBULATORY SURGERY
AND RECOVERY AT
MOANALUA MEDICAL
CENTER**



The team saved nearly \$10,000 per month by reducing duplicate and overstocked supplies for the medical center's operating rooms. Team members created a more organized supply room by clearly labeling shelves and supplies, helping them keep better track of their inventory. They now track the inventory on a computer instead of wasting paper and time. The team also spearheaded a medical center-wide recycling program. Medical supplies that used to be trash now are recycled, helping to save the planet while saving Kaiser Permanente money by diverting 7.1 tons of hospital trash from landfills in less than two years.



*ENGAGING EMPLOYEES
AT EVERY LEVEL:*

SURGICENTER AT MOANALUA MEDICAL CENTER

“ Being on the team means being responsible for improvements on the unit, and that means providing good customer care, and making sure patients are safe and happy. Even if they are going through surgery, they should have a good experience. Our team’s business is to make Kaiser Permanente a great place to work and a great place for our patients.”

— Michael Trousdale, RN, Surgery Unit, Moanalua Medical Center

In 2009, Michael Trousdale was just another frontline RN on the unit. Quiet and reserved by nature, he kept his head down for 11 years and his nose in his own business. Then the Labor Management Partnership came to Moanalua. Less than a year later, Trousdale, a member of the Hawaii Nurses Association, OPEIU Local 50, was leading a team on his surgery unit alongside his manager. Becoming a partner set a new Trousdale into motion. He credits the partnership with inspiring a new sense of commitment to Kaiser Permanente, and investment in advancing its mission. He sees his unit creating new heights of quality and service for patients—and thriving under a new sense of teamwork.



EMPLOYEE AND MEMBER TESTIMONIALS

CARING VOICES

THROUGH PARTNERSHIP, frontline employees commit small acts of leadership, leading their teams to new heights of quality and service for patients. Kaiser Permanente makes a point of encouraging employees and patients to tell their care stories.

“ The most rewarding part of being a co-lead for our unit-based team has been seeing practice changes adopted by the whole team to improve patient care. Pain management and education have been measurably improved.”

— Gregory Gibbons, RN
Recovery/Post-Anesthesia Care Unit
Moanalua Medical Center
Hawaii Nurses Association
OPEIU Local 50

“ What stands out to us most was the love that was showered upon us... which contributed to the well-being of both mother and baby (and hubby as well!). Thank you so much for being a part of the miracle that we all got to experience!”

— Mindy Westenhaver
of Honolulu
patient, Mother/Baby Unit
Moanalua Medical Center

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COORDINATED CARE:

EVERYTHING UNDER ONE ROOF

Kaiser Permanente members have access to everything they need—personal physicians, specialists, hospital care, labs, pharmacy—through one integrated system.

A FOCUS ON PREVENTION:

STAYING WELL

Kaiser Permanente focuses on more than treatment, but also on keeping members healthier and preventing costly, life-threatening conditions.

BETTER DISEASE MANAGEMENT:

SAVING LIVES AND MONEY

Kaiser Permanente can better prevent and treat the chronic conditions—such as asthma, diabetes and heart disease—that account for more than 80 percent of hospital admissions and 75 percent of health care spending.

ELECTRONIC RECORDS:

CONVENIENTLY CONNECTED

Members and their caregivers all are connected through Kaiser Permanente's industry-leading electronic health records. Members have secure access to their medical records online, all the time. They can email their doctors any time, check lab results, order prescriptions and make appointments—all without having to take time off work.

NONPROFIT CARE:

MEMBERS COME FIRST

Because the health plan is a nonprofit, members' dollars go to providing care, building facilities and supporting local communities. Also, KP physicians, who practice in a private group practice, are salaried, not paid by patient billings. So "care is untainted by any economic conflict of interest," according to the *Harvard Business Review*.

UNIONIZED WORKFORCE:

FRONTLINE INNOVATION

Kaiser Permanente has the largest labor management partnership in the country. Frontline employees work in collaborative teams that have "produced positive and lasting benefits for patient, employee and health care provider alike," report researchers at MIT and Rutgers University.



www.LMPartnership.org

CUSTOMER SERVICE CENTER

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