



## TOOL

# UBT Sponsorship FAQ

## PURPOSE

This tool provides answers to frequently asked questions about sponsorship of UBTs.

## When to Use

Use this tool when you have questions about who should be your sponsor and what that role includes.

## Who Uses

Co-leads.

## How to Use

Read the questions and answers to learn about your sponsors and the role of the UBT sponsor.

### Q: Who Are the Sponsors of a UBT?

**A:** The UBT sponsor team consists of the immediate sponsors of the UBT: the manager to whom the frontline supervisor reports, the designated labor partner(s) of that manager (chosen by labor), and the chief physician/provider who leads the physician/provider co-lead. In addition, leaders at all levels to whom the manager, labor, and physician/provider sponsor are accountable act as reinforcing sponsors to support the UBT sponsor team and the work of UBTs. Reinforcing sponsors include senior management, physician, and labor leaders, and the Regional Labor Management Partnership (LMP) Team for your region.

### Q: What Is the Role or Purpose of UBT Sponsors?

**A:** According to the Sponsor and Leader Resource Guide for UBTs (revised from page 3.3), sponsors who create an environment of continuous improvement and actively sustain high-performing, innovative teams have the following characteristics:

- Articulate issues facing Kaiser Permanente and reinforce that UBTs are KP's operating model for improving organizational performance.
- Engage frontline employees to own the redesign of business and work processes.
- Model working in partnership through open collaboration with their medical group, union, and management partners—while each stays true to the core expectations of their role.
- Proactively focus teams to resolve issues so that a member/patient focus informs the resolution process.
- Understand and promote the use of the Rapid Improvement Model (RIM) as the means to improve the performance of the entire system.

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### Q: What Are UBT Sponsors Expected to Do?

- A:** Most UBT sponsor teams visibly support their teams, communicate regularly with co-leads, and hold teams accountable for performance through the following actions:
- **Completing a sponsor charter** to document the names of the sponsors, names of the UBTs, a statement of purpose, and the meeting schedule to support co-leads and UBTs.
  - **Attending a UBT meeting** to introduce themselves, explain their role and the organizational priorities, and provide recognition for improvement work and progress on the Path to Performance. Sponsors ask co-leads when they'd like them to attend UBT meetings. Sponsors meet regularly with co-leads to do the following:
    - » Review goals worksheets to ensure alignment with Regional LMP Team cascaded goals and check progress toward unit goals, including progress on the Path to Performance.
    - » Review the use of the Rapid Improvement Model to check metrics used, tests of change, and results adopted.
    - » Provide recognition and remove barriers.
    - » Help labor co-leads be able to attend Steward Council meetings, if that's an issue.
    - » Spread successful changes and best practices among UBTs.
  - **Coaching co-leads.** In addition to meeting with the co-leads as a team, members of the sponsor team may meet with co-leads individually to provide coaching, including recognition and skill development.
  - **Reporting to senior leaders.** Sponsors highlight achievements, identify barriers, and articulate the role of UBTs in achieving organizational performance outcomes.

### Q: Where can I get more information?

- A:** For additional information about how to support and coach co-leads and UBTs, see The Sponsor and Leader Resource Guide for UBTs; and [www.LMPartnership.org](http://www.LMPartnership.org).