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"Change your mind, and you will change your life. Usually what we travel miles to see is closer than we think."

Traditional proverb

Toolkit Organization

The toolkit is divided into nine sections based on necessary co-lead competencies as described below. Each section has job aids, tools and templates to assist the co-leads to achieve the key competencies.

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- Introduction and Context Setting

SECTION 2

- Competency: Successfully Starting a UBT

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- Competency: Leading Meetings

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- Competency: Improving Performance

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Introduction of Unit-Based Teams and Setting Context

As a co-lead, you will need to set the context for why there is a need for unit-based teams. This means communicating clearly that performance improvement through employees working in unit-based teams is critical to the success of Kaiser Permanente.

To ease their minds and set a strong foundation for unit-based team members to begin working together, it's important to begin with an organized approach, clearly setting the context of why the work of unit-based teams is so important. A key tool to help you set the context is the *Case for Change* video.

Early in the formation of a UBT, the sponsors and/or co-leads will introduce the concept of the Case for Change as a national message around the need to focus on performance improvement.

The following job aids, tools and templates are included in this section of the toolkit to help you:

- *Case for Change* video
- Case for Change activity

"For even in the moment, moments, of our knowing, it was changing: was never the same from moment to moment, from second to second: was always leaving."

Gwendolyn Brooks, poet

ACTIVITY: Case For Change—Elevator Speech

Purpose

UBTs are key to transforming Kaiser Permanente to be the future of health care. The Case for Change activity provides team members with an opportunity to identify why this transformation is important and helps them make meaning out of Kaiser Permanente's key message regarding the Case for Change.

Outcomes

After watching the video and completing the message mapping tool, UBT members will be able to state in their own words what Kaiser Permanente's key message on the Case for Change means to them in their workplace and identify how they might improve in these areas.

Instructions: Have a discussion regarding Kaiser Permanente's Case for Change.	
[ ]	Play the *Case for Change* video for your team.
[ ]	After the video, debrief by asking and discussing the following questions: • What stood out for you in this video? • What is different about this message that you think is important to share with your team?
[ ]	Distribute a copy of the message mapping tool to the team.
[ ]	Read through the key message in the first column of the tool.
[ ]	Ask team members to fill in the three columns on the tool. In the first blank column, they are to write in their own words what the message means to them. In the second blank column, they should describe some examples of what the message might look like in their workplace. In the third blank column, they are to write suggestions for how they might improve in these areas.
[ ]	Allow team members 15 minutes to complete the message mapping tool.
[ ]	After the team members complete the tool, review their answers with the entire group.

ACTIVITY: Message Map—Elevator Speech

This guide will help you use everyday workplace opportunities to communicate about transformation.

Key Message	Supporting Messages	In My Own Words	What's an example of this in my workplace?	How might we improve in this area?
Our historic mission is to provide accessible, high-quality health care to working families.	KP is unique in this country—a nonprofit with a strong social mission and a commitment to total health, providing care under one roof.			
But our mission and model of care are threatened by the changing health care market and new political and economic forces.	A few giant insurance companies with deep pockets are competing fiercely for our members. The cost of health care in the United States is rising much faster than family incomes and people just can't afford it anymore.			
The best way to strengthen KP and ensure its growth is to put our members and patients at the center of our work, and offer them the best service and quality and the most affordable health care.	One way we are doing that is through our LMP, which offers us a model for patient-centered care through unit-based teams. UBTs support performance and innovation. All of us, regardless of our role in the organization, are looking at how we need to work differently to provide the best quality, the best service and the most affordable care in the best place to work.			
This means we have two jobs: doing our work well, and figuring out how to do it better. And this is something we take seriously and are acting on.	For example, UBTs are using PDSA rapid improvement tools to make improvements in service, quality and cost.			
We're changing to meet our challenges, and if we can get it right, we'll be a model for others and can transform health care in the United States.	Forty-seven million people are uninsured, and millions more are underinsured—creating unnecessary suffering and premature illness and death. If we fail, the best hope for American health care will be extinguished and we will face a long decline in our living standards. If we succeed, our outcomes will establish us as the health care solution that can provide the greatest good, for the most people, at the most affordable cost. No one can top our ability to provide affordable, quality care to large groups of people.			

Notes