

hank

Summer 2014 | Issue 80



FRONTLINE NEWS FOR KP WORKERS,
MANAGERS AND PHYSICIANS

***** LABOR MANAGEMENT PARTNERSHIP PRESENTS *****

GROWING



STRONGER

TOGETHER



**TO DO THIS
ISSUE**

TAKE IN A TIMELINE OF KP'S UNION HISTORY (page 12)

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Ambassadors at large

Today, maybe, you have a headache. Or your back hurts. Or you've come down with a case of the grumps and merely want to show up, do what you have to do, and roll on home at the appointed hour.

But you don't. Why? I suspect because in your heart of hearts, you know that every day, each of us is an ambassador for Kaiser Permanente—at work and away from work, too. And it's important we represent the organization well.

On one level, this is self-serving: It helps ensure KP has a vibrant future and we continue to have the best jobs in health care.

On another level, it's pretty cosmic. Given how big and well-known Kaiser Permanente has become, it's easy to forget that our approach to health care upends U.S. norms. But as we succeed in delivering our brand of health care in this market, others take notice—and begin to adopt our methods. We have the power to revolutionize health care delivery for the benefit of everyone.

So it's important that KP stay around, and we can do that only if we “grow membership”—by keeping the members we have and attracting new ones.

This issue of *Hank* explores how the Labor Management Partnership is helping to reach out and bring more members into the KP fold. It lays out how, at every level and layer of the organization, partnership motivates and enables people to step outside their traditional roles to act in ways that benefit us all.

Regardless of our particular job, we each have a part to play, every day, grumps or no grumps, in the work of helping Kaiser Permanente grow bigger and stronger. That means you. And that means me. [hank](#)

WHO'S BEHIND HANK?

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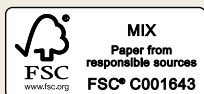
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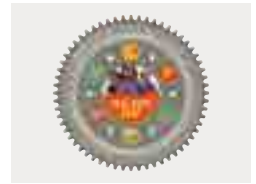
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WHAT IS HANK?

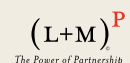


Hank is an award-winning journal named in honor of Kaiser Permanente's visionary co-founder and innovator, Henry J. Kaiser.

Hank's mission: Highlight the successes and struggles of Kaiser Permanente's Labor Management Partnership, which has been recognized as a model operating strategy for health care. *Hank* is published quarterly for the partnership's more than 130,000 workers, managers, physicians and dentists. All of them are working to make KP the best place to receive care and

the best place to work—and in the process are making health care history. That's what Henry Kaiser had in mind from the start.

For information about the management and union co-leads advancing partnership in your region, please visit LMPartnership.org.



AROUND THE REGIONS

COLORADO



Spring Into Summer is a new walking program for the warmer weather.

More than 60 trained champions are helping to motivate co-workers in their facilities to live a healthy lifestyle. Employees, managers and physicians are taking part in health fairs, 5Ks, healthy potlucks and Instant Recess™ sessions throughout the region. The region is also participating in the Spring Into Summer Challenge, a program-wide, team-based KP Walk activity to encourage walking during the longer daylight hours. Teams are forming with people of all fitness levels, especially employees who aren't normally active. "Any change toward a healthy lifestyle is a success," says Susan Mindoro, Total Health labor liaison for UFCW Local 7. For more information, visit kpwalk.com.

GEORGIA



Southwood GI UBT saves money with strategic scheduling of skills.

The Southwood Specialties gastrointestinal UBT in Georgia increased efficiency and saved money by scheduling contract physicians, patients and nurses more strategically. The department handles both

anesthesia cases (which require a physician to perform) and also sedations (which can be done by nurses). This Level 4 team figured out how to schedule contract physicians for four days a week instead of five by tracking which patients needed what level of care—making the most efficient use of a very expensive resource. The project required agreement, communication and coordination between the GI providers and teams at four KP clinics in Georgia to schedule their cases accordingly. The project saved \$113,000 between April 2013 and January 2014.

HAWAII



RNs Sean Reilly and Rhoda Favela of Hawaii's Ambulatory Surgery and Recovery unit.

After the nurses at Hawaii's Ambulatory Surgery and Recovery unit created a brochure that standardized the information given to members during their visits, patients have a better understanding of wait times, department hours, visiting hours, where to get parking validated and the location of key departments. The team surveyed selected patients three times from October 2012 to April 2014. Team members tweaked information in the brochure based on feedback, says Maria Scheidt, an RN and member of the Hawaii Nurses Association, OPEIU Local 50. After the first survey, 70 percent of patients reported they received and understood the brochure. After the second survey, 90 percent said they understood it. By the third survey, the nurses had successfully educated 95 percent of patients.

MID-ATLANTIC STATES

From Virginia to Maryland to Washington, D.C., nutritionists in UBTs identified children at risk for obesity and recruited them for Kaiser Permanente's Healthy Living for Kids and Families course. Piloted in Northern Virginia, the project tracks the success of 11- to 14-year-old patients in establishing healthy eating habits, increasing daily activity and bolstering self-esteem. By drinking less soda or juice, exercising each day and curbing television viewing, a third of participating children at one medical center lost an average of 5.8 pounds in three months. Team members credit their partnership with pediatricians and the families for the results.

NORTHERN CALIFORNIA

The region's new Real-Time Attendance Estimator does what no other tool has done before: It projects into the future. The tool lets a cost center see how sick day use is affecting its ability to meet its year-end attendance goal by calculating the number of sick days that could be taken in an upcoming pay period without derailing progress toward that goal. If the number of sick days being taken needs to be reduced to meet the goal, the estimator shows that, too. The information is shown as a signal light—easy to print out and post. Find the tool at <http://kpnet.kp.org/ncal/lmp/attendance>; scroll to "2014 Real-Time Attendance Estimator."

NORTHWEST

Fifty-eight percent of staff members in the Northwest who are eligible for the Total Health Incentive have taken the Total Health Assessment—one of the highest participation rates program-wide. Members of unit-based teams are finding ways to help cover each other so they have

time to take the assessment. Managers are backing the effort, which is a key step in earning the incentive. "Since the UBT agreed that the THA would be a project, I supported folks completing the assessment during work time since it is work- and goal-related," says Jason Curl, department administrator for Primary Care at Tualatin Medical Office. For more information about the incentive, visit kp.org/totalhealthincentive.

SOUTHERN CALIFORNIA



A KP mobile health van may be headed your way soon.

The region's Jobs of the Future Committee has assigned four subgroups to identify trends in technology and innovative care delivery methods. The subgroups are inpatient nursing, ambulatory nursing/primary care, laboratory and diagnostic imaging. Each is led by labor and management partners. The groups are researching the impact of innovations on today's jobs and making recommendations regarding training and recruitment of the workforce of the future to best support these initiatives. Work already is starting, for instance, at the South Bay Medical Center, which is exploring new staffing models as part of its plan to open a mini-medical office building—which is in turn part of the larger Reimagining Ambulatory Design initiative. In Kern County, UFCW has collaborated with management on a mobile health van project to optimize staffing for this creative way to deliver care. [hank](#)

GROWING STRONGER TOGETHER

Listening to the voice of the customer: Union members such as speech pathologist Ute Kongsbak (above and opposite page, left) and registered nurses Randi Norton and Sergey Kozinchenko (opposite page, middle and right), all members of OFNHP work to improve quality and affordability in the Northwest region—work that builds Kaiser Permanente’s reputation and attracts members.

'OUR WORK WITH LMP IS PROBABLY SOME OF THE MOST IMPORTANT WORK DONE IN PUBLIC SECTOR STRATEGY IN THE LAST TWO YEARS.'

Working with our union partners, we've been able to come to the table with customer solutions that meet everybody's needs—including the unions that aren't part of KP, who have tremendous influence in purchase decisions. We are unique in having a strong labor partnership in our own business, and we can speak that language.'

—KATE KESSLER, a director in Member Sales and Service Administration (MSSA)



Article by:

PAUL
COHEN
and
JENNIFER
GLADWELL

“I was almost devastated,” says Karen Cardosa, a grocery clerk in Albany, Oregon, “when UFCW told us they were no longer offering Kaiser Permanente as an insurance option.”

Cardosa and her family had been KP members for years through the union’s Local 555 Employers Health Trust. That changed in 2009 when a variety of issues resulted in KP losing the account, which covered many Local 555 members. The union continued to represent nearly 2,000 Kaiser Permanente pharmacy and radiology employees, who—as KP staff members—continued to have KP health care.

Today, it’s a different story. Thanks to a new 36-month KP offering that was finalized in April, Kaiser Permanente is again an option for up to 15,000 UFCW members and dependents in the Northwest region who are covered by the health trust.

“When I was hired four years ago, my manager told me my Number One job was to get UFCW back,”

says Ehren Cline, a KP sales and account manager. Cline, Jeston Black, the region’s senior labor liaison, and other colleagues partnered with Dan Clay, president of Local 555, to do just that.

“KPNW brought us a package we couldn’t refuse,” Clay says. An affordable price, high quality, a new hospital, expanded clinics and a new billing system helped seal the deal.

Clay’s own union members pushed for the new commitment.

“I have not been to a union meeting in the last five years where someone didn’t ask, ‘When do we get to go back to Kaiser?’” Clay says.

But something else was also at play. Thanks to Labor Management Partnership, Kaiser Permanente enjoys a joint union-management approach to winning and keeping health plan members that is almost unheard of elsewhere in this country.

Read on to learn more. [▶](#)

Real commitment, real results

Leaders of the local and international unions that belong to the Coalition of Kaiser Permanente unions take an active role in advocating for KP as the preferred health care provider when negotiating contracts or benefit programs with employers.

“We are big believers in Kaiser Permanente and its model of care,” says Steve Kreisberg, director of collective bargaining for AFSCME, whose affiliates include UNAC/UHCP in Southern California. “Our union members work at KP to provide great care and service, and they have a strong voice on the job through partnership. We have bargained to make Kaiser a part of the benefits offered in our non-KP contracts when feasible.”

Other outreach efforts, while building membership in less direct ways, have

furthered KP and the unions’ shared social mission. For instance, SEIU Locals 49 and 503 in Oregon enrolled more than 2,300 eligible union members in KP through the state health care exchange and Medicaid. The union push accounted for a significant share of KP Northwest members so enrolled.

Such efforts are a unique benefit of partnership for KP, its unions and the public.

“Building new, productive relationships with our own unions as part of our sales and marketing efforts, in the marketplace, both enables Kaiser Permanente to grow and ensures more consumers have access to our world-class care,” says Wade Overgaard, the senior vice president of California Health Plan Operations. [hank](#)

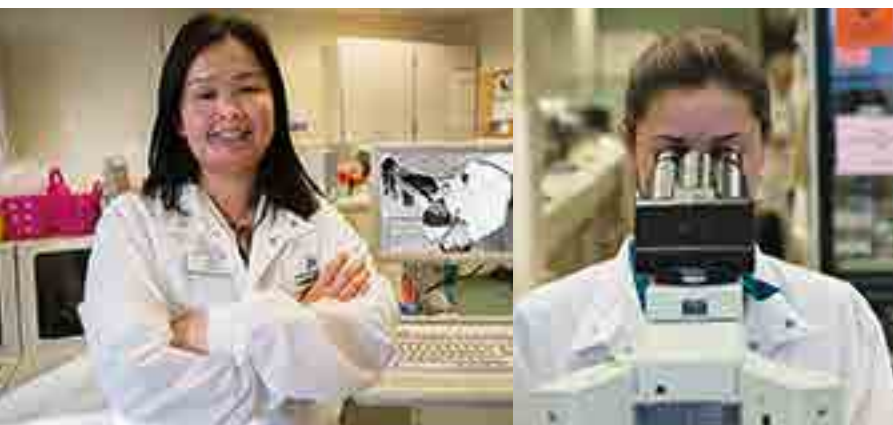
The proof? More members.

Joint marketing efforts have produced impressive results. In the last two years, LMP labor liaisons and Kaiser Permanente Sales and Account Management teams have:

- » Helped close sales with eight public sector accounts in California and the Northwest, bringing KP some 5,000 new health plan members. KP is the exclusive health care provider for three of the accounts.
- » Brought more than 12,000 new dental plan members to KP in the Northwest—the largest membership jump ever for

the dental plan—by winning exclusive coverage for home care workers represented by SEIU Local 503.

- » Helped save at-risk accounts of more than 65,000 members in the Mid-Atlantic States and California.
- » Reached more than 85,000 public sector employees, including teachers, police and firefighters in Baltimore, Washington, D.C., and other areas during open enrollment. [hank](#)



Improvements pay off: The three Salem-area medical offices in the Northwest focused on improving service in 2013—and led the region in commercial membership growth. Shown here, medical lab technicians Mythuan Duong (left) and Linsey Gustafson (right), who work at Skyline Medical Office; both are represented by OFNHP.

GROWING STRONGER TOGETHER

How the LMP growth campaign works

Kaiser Permanente and the Coalition of KP Unions have worked together for years to grow health plan membership while building union membership and increasing job security. In 2013 alone, this joint marketing effort helped win or retain some 75,000 health plan members.

Everybody has a role to play:

- » Senior KP and union leaders—including leaders of the 12 internationals that the coalition’s locals belong to—share strategic ideas and advocate for KP with union-affiliated purchasers.
- » Marketing teams that include union leaders and/or KP employees represented by a coalition union are broadening our reach beyond private sector union trust funds to unionized public agencies.
- » Unit-based teams create value for members by improving service, quality and affordability.
- » Individual workers make the case for KP in the community (see “Value added,” page 8).

In short, at nearly every juncture where our members, customers and potential members are considering whether they want KP as their health care provider, coalition unions and their members help ensure a “yes” answer. [hank](#)

DID YOU KNOW?

KP’s three biggest private sector unions account for more than 500,000 KP members



242,500
Building and construction
trades, AFL-CIO

188,000
Teamsters

100,000
UFCW



1/3
of Kaiser Permanente
members have a
union affiliation

3 million
people



1.5 million
of those members, mostly
government and school employees,
are in public sector accounts



6 KEEPING NEW MEMBERS HAPPY

UBTs have launched more than 350 projects dedicated to improving the new member experience—projects that increase the likelihood members will stay with KP. In addition, LMP has funded pilots in six regions to test new approaches to reducing member turnover.

1 MAKING THE COMMITMENT

The 2012 National Agreement commits all parties (health plan, union coalition and medical groups) to “expand Kaiser Permanente’s membership...including designation as a provider of choice for all labor organizations in the areas we serve.” KP and union leaders have worked together on hundreds of accounts since LMP’s founding.

2 WINNING AND SAVING ACCOUNTS

LMP labor liaisons work directly with KP Sales and Account Management teams in California and the Mid-Atlantic States to build business with key union-affiliated accounts.

3 HEALTH AND WELLNESS ENGAGEMENT

LMP and KP teams are working with outside unions, school districts and public agencies to showcase KP’s expertise in wellness and disease prevention.

For example, the state of California and SEIU Local 1000 have partnered with KP to promote the “Healthier U” workforce wellness campaign in two state departments. A 2013 employee survey showed that department employees are eating better and exercising more—and that morale has improved.

Through similar partnerships, AFGE (a government employee union) and the California School Employees Association sent KP-branded health tips and endorsements of Kaiser Permanente to more than 850,000 people during open enrollment last year.

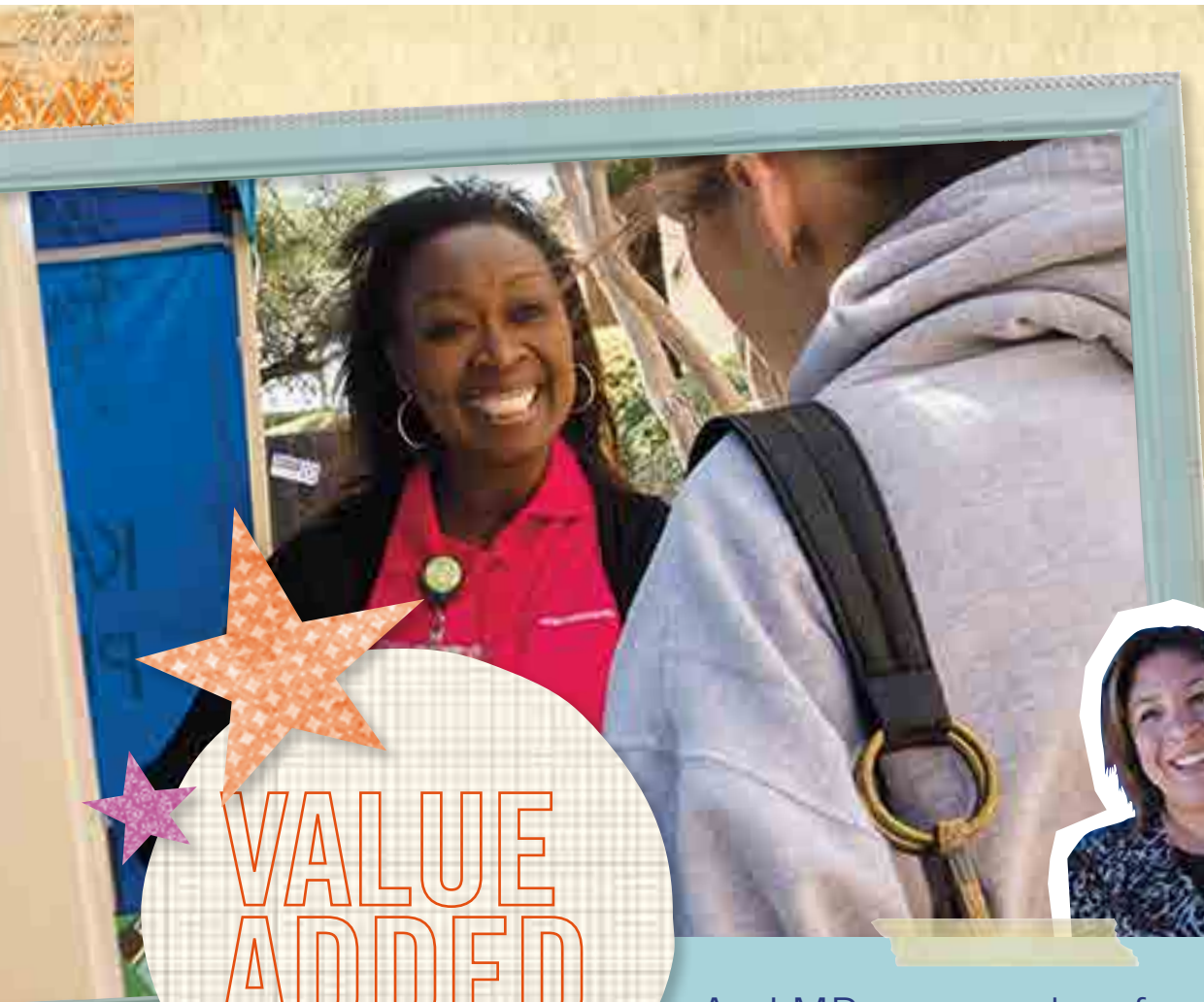
5 TELLING KP’S STORY

Twenty-nine union ambassadors—frontline workers trained to tell the KP story—spoke peer to peer at more than 150 events in three regions in the last two-and-a-half years to pitch KP to potential members. Many more union members have been trained to act as unofficial KP ambassadors.

4 MAKING CARE MORE AFFORDABLE

Unit-based teams conducted more than 2,100 projects in 2013 to improve affordability—the top concern of KP members and customers. Such projects have the potential to save Kaiser Permanente more than \$100 million a year.





'With the ambassadors, potential members get to meet the people who are going to be taking care of them. That is having a positive impact...'

-IBIS RODRIGUEZ
enrollment specialist



VALUE ADDED

An LMP program has found a way to share with potential members how our engaged workforce improves the service and care they receive

Article by:
ANJETTA McQUEEN

Through the LMP Union Ambassador Program, frontline union-represented employees help Kaiser Permanente sales and account managers attract new health plan members. The specially trained frontline employees explain firsthand to potential members how KP teams deliver better care and service—and the role our unionized workforce plays in making KP more valuable, more efficient and more affordable. In the two-and-a-half years since the program was launched, LMP's 29 union ambassadors have attended more than 150 events in the two California regions and the Mid-Atlantic States, reaching more than 16,000 members and potential members.

Ambassadors work alongside Sales and Account Management staff at health fairs and flu clinics during open enrollment; attend union-oriented conferences and meetings; and offer personalized tours of KP medical centers to new or prospective members. Participating unions lend support in selecting ambassadors, helping train them and ensuring they have time away from regularly scheduled shifts. Your *Hank* correspondent tagged along with Erica DeWar, a clerk at San Diego's Psychiatry and Addiction Medicine clinic and an OPEIU Local 30 shop steward, when a Kaiser Permanente mobile health van visited the county courthouse in El Cajon.

U PRINCIPLE DES



In El Cajon, Erica DeWar (in pink) paired up with Ibis Rodriguez (in patterned shirt), a sales and account enrollment specialist in San Diego. They touched base with three dozen current or potential members, who came over to check their vitals at the health van. Prospective members received information on how to enroll, while current members received information on how to better navigate KP.



The union ambassadors all have day jobs—they are nurses, nurse practitioners, medical assistants, technicians and clerks. They work in a variety of departments—pharmacy, environmental services, anesthesia and more. They take on this role to help grow membership for Kaiser Permanente.



A pending deadline for getting coverage under the Affordable Care Act generated additional interest in the KP team, and passers-by not associated with the courthouse stopped and signed up with Kaiser Permanente. "With the ambassadors, potential members get to meet the people who are going to be taking care of them," Rodriguez says. "That is having a positive impact on their decision making."

Union ambassadors have a wealth of stories and anecdotes they can share about KP service and care (without revealing any protected patient information). "At the end of the day, this is a family-oriented organization," DeWar says. Members will find that "the nurses on the floor know your whole family."



Sometimes the Kaiser Permanente staffers get an unexpected boost. In El Cajon, Deputy R.A. Gefram, a 30-year KP member, stopped by to say thanks—and offered a word of advice to potential members. "Kaiser Permanente will take care of you," he said. "If you are proactive, Kaiser has the best facilities and programs and price." [hank](#)

DAVE REGAN: Why growth is a union issue

JOB TITLE:
President, SEIU-UHW

Interview by:
ANJETTA McQUEEN

Dave Regan, president of SEIU-UHW, represents more than 150,000 health care workers in California, including more than 45,000 Kaiser Permanente employees. Here he shares some thoughts on the National Agreement’s unique call for unions and Kaiser Permanente to work together for mutual growth and on the progress of that work.



‘We either take the high road of an innovative partnership, or we are headed toward a showdown...’

—DAVE REGAN,
President, SEIU-UHW



+11,000

THE NUMBER OF PEOPLE WHO SIGNED UP FOR HEALTH CARE COVERAGE AT ENROLLMENT EVENTS SPONSORED BY SEIU-UHW IN CALIFORNIA

Why is the joint growth effort so important?

If Kaiser Permanente provides the best clinical care, with the healthiest workforce, demonstrating that it is a model for the industry, then it is far more likely that Kaiser will be the provider of choice for people looking for health care.... It’s about bringing the best model of health care to as many people as possible. Frankly, we have to be more creative going forward, and more intentional about looking for opportunities to expand Kaiser coverage.

Why should union leaders or stewards—who traditionally focus on representing their members—care about growth?

I often get told, “I don’t want to hear about growth,” or, “Unions should be about representing our members.” The simple truth is, I worry about how to get a 30-year-old to age 65 with everything they should have to look forward to intact. The best representation we

can do is to get people to retirement age with their benefits.

Our members tend to be very cognizant that we have these incredibly good benefits that are increasingly rare...and they know the only way they are going to keep them is if Kaiser Permanente is a growing organization rather than a stagnant or shrinking organization.

It’s a bold strategy. But what difference can a single frontline worker possibly make?

More than 11,000 people in the community signed up for health care coverage at enrollment events sponsored by SEIU-UHW. We had more than 1,000 UHW members who volunteered to make that happen. They did 175 events from December through the end of March. When you give union members the opportunity to talk about who they are as caregivers and engage the public, they find it incredibly energizing. They love doing it.

And we had all of these folks without coverage (who were) introduced to the health care system by Kaiser employees showing them how to make health care more accessible. That sticks with people in a huge way.

What role has the union coalition played in seeking out new growth opportunities for KP?

We have a regular forum with Kaiser leadership looking at all the accounts we have and looking for opportunities to expand coverage, especially in unionized settings. The coalition always has an eye out for places that could use Kaiser Permanente. The Senior Work Group on Growth is also a place where we talk about how we can present the Kaiser ideal to the larger world.

People know that the benefits we have are disappearing across America. We either take the high road of an innovative partnership, or we are headed toward a showdown, like in the auto industry or at Boeing, where



the unions ended up facing ugly choices and the bottom fell out on wages and benefits.

Beyond that, we have the opportunity to work with Kaiser leadership to show the contribution we make as a coalition of unions to making this health care system better.

The National Agreement also calls for Kaiser Permanente to support the growth of unions. How is that going?

Kaiser Permanente has been a voice on the side of the employer community for having a high-road strategy. Kaiser has said we do not oppose the growth of unions, and it is in the unique position of being able to lead other hospitals and health systems. It can show that it's not just the right thing to do; it's the smart thing to do in a rapidly changing health care world.

What we are creating is exciting; what we (have) achieved is innovative and unprecedented, but it's also portable. [hank](#)

KEYS TO GROWTH



Since the frontline employees closest to the work drive the changes in quality, service and affordability that draw members to KP—and keep them here—unit-based teams play a central role in helping Kaiser Permanente and the unions grow. And the secret to strong UBTs, say the consultants who support them, is a systematic approach to continuously improving performance. A few of them weigh in here on the importance of UBTs and how to help them achieve their priorities.



IAN KING
UBT program manager/performance improvement advisor, Georgia

If we don't do performance improvement well, we are no different from our competitors.

Our teams are gaining the ability to recognize where they need to improve and getting the skills and tools to do something about it. No one else is working on a system of continuous improvement, in partnership with management and labor backed by leadership, as an operating strategy.



BRUCE CORKUM
UBT resources specialist/union partnership representative (UPR), OFNHP, Northwest

Our future is in UBT work. Our union partnership

representatives and UBT consultants emphasize that everyone has a role in performance improvement: actively engaging in tests of change, evaluating results and providing solutions. To do otherwise would be letting team members off the hook. The resource team helps UBTs with training and other needs to improve care and service and solve for affordability. If we are all doing our part...it's going to lead to growth.



LYNN FELDMAN
Union partnership representative (UPR), UFCW Local 770, Southern California

Training is the key. We have to start training as many people as we can in labor. You have to learn to speak up and say the hard stuff. We've come a long way. But we still need the culture change. Union members need to realize they *are* leaders.



AUDREY J. KING
Union partnership representative, OPEIU Local 2, Mid-Atlantic States

Performance improvement represents a definite shift in the alignment between the

organization and the unions. Our KP members can see that shift is happening, especially when it comes to the quality and service they receive. And our union members are seeing that they have more of a voice in how the work is done. That kind of visibility makes them understand why unions are important.



HEATHER L. WILLIAMS
UBT consultant and performance improvement advisor, Northern California

Identifying and minimizing waste is essential to address

future growth and member demands. Many teams have sought out the voice of the Kaiser Permanente member to make changes that the *members* see as real improvement for them as the member, not as improvement for the health care worker.



MARK ENGLEHART
UBT specialist/improvement advisor, contract specialist and steward for OPEIU Local 30, Southern California

More and more, our members are going to be expecting

high-end technological solutions to providing better and faster care and service. Our UBTs are poised—working in collaboration with tools and processes aimed at increasing efficiency and reducing waste—to move projects into the kind of 21st century problem solving that allows us to compete.



CONNECTING WITH THE KIDS

Article by:

CASSANDRA BRAUN

Kids count: OPEIU Local 29 members and enrollment processors Miriam Garcia, Sharlene Jones and Lucy Martinez (above, left to right) spend a day at the Fresno County Fairgrounds, signing youngsters up for KP's Child Health Program.

By attending community-based events, Local 29 members are helping low-income families get Kaiser Permanente coverage for their children

For more than 10 years, Kaiser Permanente's Child Health Program has been veiled in relative obscurity despite the extraordinary service it offers.

Even more unknown is the role KP enrollment processors in Northern California, who are represented by OPEIU Local 29, are playing in helping the charitable health program fulfill KP's mission of serving our communities.

"I like to say that we're the best-kept secret of KP," says Sharlene Jones, an enrollment processor who screens applicants for eligibility and guides them through the sign-up process. The community benefit program provides comprehensive medical, dental and optical coverage at little or no cost to children ages 19 and younger whose family income falls below the federal poverty level and who have no other coverage options.

Since August, the Oakland-based enrollment processors have attended more than 40 health coverage

enrollment or outreach events across Northern California, from informational sessions at small medical clinics to large events like the "We Connect Health Care" enrollment and resource fair in Fresno, which drew thousands of people. The processors answer any question thrown at them about the Child Health Program and help enroll those who qualify.

"Our processors are able to help families right on the spot," says Sara Hurd, a former employee who until recently led outreach for the program. "They know what the challenges are and how to work through them."

Long-lasting value

The Child Health Program has a goal of enrolling 80,000 qualified children across Northern and Southern California. The work the Local 29 members are doing to help meet that goal fits within the framework of Labor Management Partnership efforts to grow the number of Kaiser Permanente members—and to

A TIMELINE OF KP'S UNION HISTORY

1941

1941

At Henry J. Kaiser's request, Sidney Garfield, MD, organizes prepaid health care for the largely unionized workforce at Kaiser-managed shipyards.

1945

Kaiser Permanente Health Plan founded with support from the California CIO and the AFL Alameda County Central Labor Council.

1946

Dr. Garfield signs the first union contract with KP nurses, represented by the CIO-affiliated Nurses Guild.

1950

KP expands to Southern California when the International Longshore and Warehouse Union (ILWU) requests that KP cover L.A. harbor workers.

1953

The United Steelworkers of America select Kaiser Permanente for their Pittsburg, Calif., workers.

establish positive member relationships that can last a lifetime.

As outreach coordinator, Hurd's priority was getting the word out about the program and forging relationships with community organizations. She also served as the sole contact for prospective applicants at outreach events—but she didn't have the detailed enrollment knowledge the Local 29 processors have.

Maury Rosas, manager of Charitable Health Coverage operations, reached out to enlist the processors' help. Including them in the work, Hurd says, "has been invaluable"—and as of May 2014, more than 77,000 children were enrolled.

"We needed people who really understood what the applications are about and could help people with eligibility," Rosas says. Before he requested their help in the field, the enrollment processors' interactions with potential qualifying applicants were by phone or letter.

"We're able to answer their questions," Jones says. "It allows us to put a face on KP."

Many of the processors who attend the events have bilingual certification and are skilled in walking applicants through enrollment in Spanish.

"It's important to show (the public) that we're not just sitting behind a desk, pushing papers," says Miriam Garcia, an enrollment processor. "We're the labor force behind it all....We're here to work with the community and are proud of KP."

Demonstrating a commitment

The effort has been an unqualified success, Rosas says, from community agencies asking for repeat visits to the response of the children's parents.

"They took me by the hand and walked me through the process of completing the application and made

me feel comfortable with the process," says Rufina Garcia, speaking through a Spanish interpreter. Garcia enrolled her three children in the program at an outreach event in March. "This has been the first time when I could walk in and give my information and be signed up right there."

Delivering on KP's mission in partnership between labor and management also helps build relationships with potential union-oriented purchasers of health care, says Katy McKenzie, a consultant to LMP and its membership growth work.

"It goes a long way when you're talking to unions that represent low-wage workers," McKenzie says. "They see that we actually do care about caring for people and our communities. It's not just about selling something to them."

McKenzie and others involved in the growth work helped promote the Child Health Program to unions representing low-wage or part-time workers, such as laundry or home care workers—people who don't get dependent health care coverage as part of their job benefits or who can't afford what is offered.

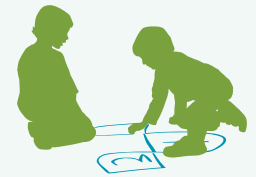
"It's a great opportunity to see that management is working with labor as a team," Miriam Garcia says. "We're not only supporting KP, but we're supporting our own labor force. We're showing that we can work together and make a change. We're helping make a change that carries over into the community."

That kind of caring makes an impression. Rufina Garcia, who only has catastrophic medical coverage for herself, says she would choose Kaiser Permanente for her whole family given the chance.

"It has been a wonderful experience," she says. "The way they treat my children is incredible. The doctors and nurses are very caring—they have more patience and actually listen to the kids....I believe they take better care of my children." hank

'We're able to answer (the parents') questions. It allows us to put a face on KP.'

—**SHARLENE JONES** (below)
Enrollment processor,
OPEIU Local 29



80,000

TARGET NUMBER OF QUALIFIED CHILDREN TO BE ENROLLED IN THE CHILD HEALTH PROGRAM



1965

Henry J. Kaiser receives the Murray-Green Award from the AFL-CIO, the first business leader recognized by the labor federation.



1969

KP expands east to Colorado and Ohio with help from union leaders who want quality, affordable health care for union workers.



1997

The Labor Management Partnership is established.



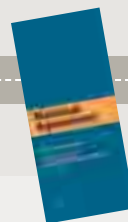
2013

Coalition unions help KP sign up tens of thousands of members through health care reform.



1995

The Coalition of Kaiser Permanente Unions is formed by 27 local unions to better coordinate bargaining strategy.



2005

Joint marketing of KP is included for the first time in the National Agreement.



2014

WHO'S THAT PERSON?

In each issue of *Hank*, we will feature someone prominent from Kaiser Permanente on the front cover.

CAN YOU NAME THIS PERSON? !...▶



WORD MATCH: Growing KP

DIRECTIONS: Find the word pairs by drawing a line between the word or phrase in the first column to the word in the second column that goes with it.

- | | |
|----------------------|--------------------|
| AFFORDABLE | AGREEMENT |
| QUALITY | AMBASSADORS |
| COMMUNITY | EXPERIENCE |
| UNION | SECURITY |
| PUBLIC SECTOR | ENROLLMENT |
| NATIONAL | REFORM |
| JOINT | BENEFIT |
| OPEN | MARKETING |
| VALUE | PRICE |
| NEW MEMBER | CARE |
| HEALTH CARE | EMPLOYEES |
| JOB | ADDED |

TEST YOUR BUSINESS LITERACY

How much do you know about KP's significant "lines of business"? Use numbers to rank the following by size from largest to smallest.

- | | |
|------------------------|------------------------|
| ___ National Accounts | ___ Medicare |
| ___ Local Large Groups | ___ Medi-Caid/Medi-Cal |
| ___ Federal Employee | ___ Small Group |
| ___ Labor & Trust | |
| ___ Individual | |

Check out the answers to this issue's puzzles and games at LMPartnership.org/puzzles-and-games/answers.

HANK LIBS: Help KP grow

DIRECTIONS: Before reading on, hand this to a fellow employee and ask him or her to read aloud the description for each blank and write the answer you give in the space.

When _____ Permanente does well, we all do well. It's _____ for the
(proper noun) (adjective)
 organization, it's good for the _____ and it's good for our patients. We _____
(noun) (verb)
 when members feel a _____ to Kaiser Permanente in their first months after joining,
(noun)
 they are much likelier to _____ with KP. One _____ step is to help new
(verb) (adjective)
 _____ navigate the system. So when a member walks in the _____ of a clinic,
(plural noun) (noun)
 smile and _____ to help them find their way. Service is _____ to our
(verb) (adjective)
 success. And we're members, too— _____ how nice it is when the _____
(verb) (adjective)
 hand is extended to you.

MEETING ICEBREAKER: Shining moments

This icebreaker is a fun way to recognize the talents and achievements of your colleagues. Divide them into groups of three or four and give them this assignment: Have each person look back over his or her career and find three events, activities, accomplishments, collaborations or moments of recognition that were important to them. Allow two minutes for participants to think about and jot down their individual moments. Allow another three to five minutes for participants to share their moments, one at a time, with their small group. Once everyone is done sharing, have the groups look for common themes or similarities in the stories.

Debrief by having each group share one member's shining moment, the common themes and/or the experience of telling their own stories and hearing the stories of their co-workers.

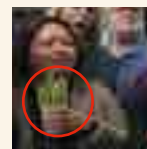
TRIVIA QUESTION

In what year was the first human heart transplant?

- 1963, done by American surgeon John Heysham Gibbon
- 1967, done by South African surgeon Christiaan Barnard
- 1973, done by English surgeon Michael Woodruff
- None of the above

WHERE'S THE MISTAKE?

In each issue of *Hank*, there will be a purposeful mistake hidden somewhere in the pages. Can you find it?

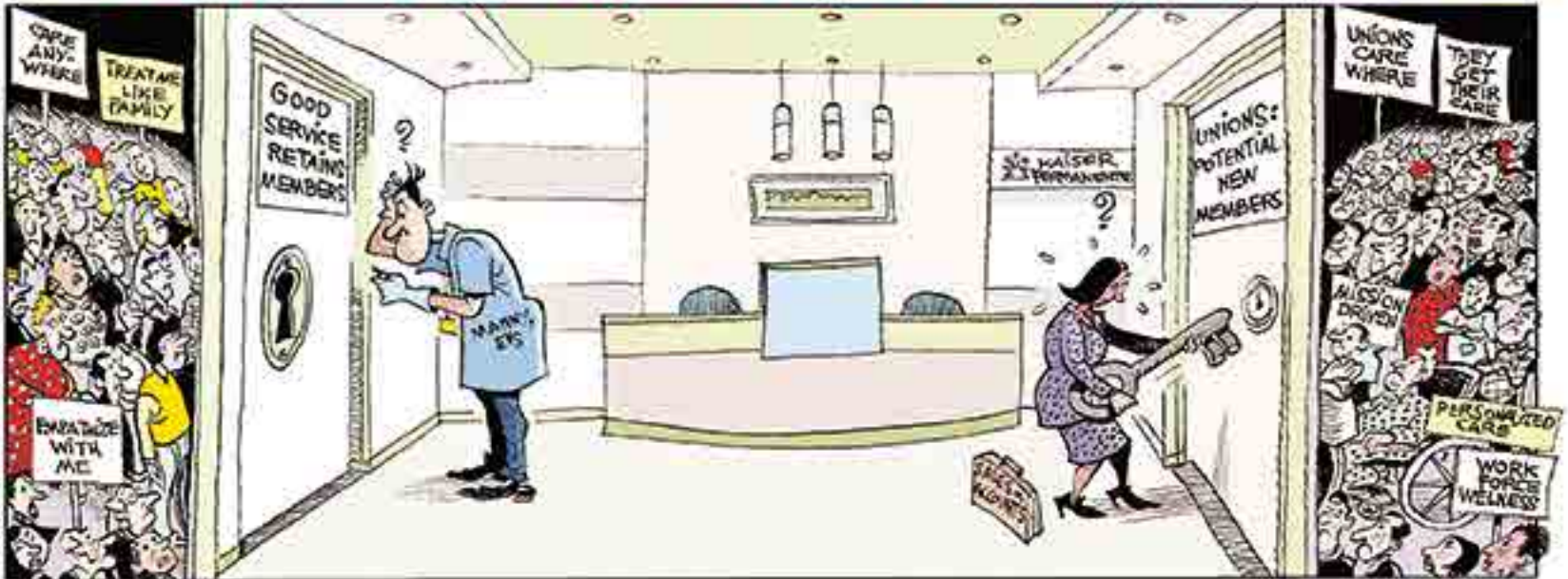


FOR EXAMPLE:

Woman is holding a cactus
instead of a cup of water.

YOUR ANSWER:




UNLOCKING KP'S SUCCESS TOGETHER



NEW KAISER PERMANENTE MEMBERS ARE COMING OUR WAY

Let them know they made the right choice.

Thanks to health care reform, more than 280,000 new members now have access to Kaiser Permanente's award-winning care. Here are three things you can do to help them get the most of their coverage:

-  Roll out the red carpet! A warm welcome goes a long way when a new member checks in.
-  Encourage them to visit **kp.org** where they can register for My Health Manager, choose a doctor, make appointments and see all that KP has to offer.
-  Keep your local Member Services number handy so if they have questions, you can help them get answers.

When KP does well, we all do well. **Help KP grow.**