



SECTION 6

RESOURCES FOR TRANSFORMATION

SPONSOR AND LEADER | RESOURCE GUIDE FOR UBTs

LMP LABOR MANAGEMENT PARTNERSHIP



RESOURCES FOR TRANSFORMATION

Introduction

A key sponsor responsibility is to provide resources and information to teams and to break down barriers as they are encountered. In order to do this, you need to be familiar with what's available locally, regionally and nationally that may help to your team.

This *Resource Guide* primarily provides information about national services, initiatives and products. Please take the time to become familiar with these valuable resources. Then connect with regional/facility resources to get a clear understanding of the local services available to support you and your teams in the journey to high-performance.

RESOURCES REFERENCED IN THIS GUIDE—WEB LINKS	
The Permanente Federation	kpnet.kp.org/permfed/index.html
CO Management Passport	coweb.co.kp.org/hr/emp_relations/mgmt_passport
Institute for Healthcare Improvement	www.ihl.org
Change Management Website	kpnet.kp.org/kpchangemanagement/home.htm
Implementation Management Associates—Accelerated Implementation Methodology (AIM) Change Management Program	www.imaworldwide.com
Interaction Associates	www.interactionassociates.com
Patrick Lencioni, <i>The Five Dysfunctions of a Team</i>, 2002	www.tablegroup.com
Partnership Case Studies	xnetapps.kp.org/xsearch/Imp/categorysearch.jsp?Partnership=Case+Studies
More Tools for UBTs	www.LMPartnership.org/learning/training/tools.html
National UBT Handbook	www.LMPartnership.org
IRPCPC	kpnet.kp.org/cpc/index.html
Care Experience Council	kpnet.kp.org/permfed/support/improvement/ce_council/index.html
KP Learn	learn.kp.org/

Labor Management Partnership

www.LMPartnership.org

Kaiser Permanente and the Coalition of Kaiser Permanente Unions created the Labor Management Partnership in 1997 as a way to transform the relationship between the unions and the organization—in essence, returning to the cooperative spirit between the company and its union employees that existed at the company's founding. The following list of websites will help you find needed resources and information to support the work of unit-based teams.

LMP—WEB LINKS	
2005 National Agreement	www.LMPartnership.org/contracts/agreements/index.html
LMP and Union Coalition Staff	www.LMPartnership.org/about/contacts/lmp.html
LMP Strategy Group	www.LMPartnership.org/about/contacts/strategy_group.html
Regional Team Leads and Members	www.LMPartnership.org/about/contacts/regional.html
Colorado LMP	coweb.co.kp.org/hr/lmp/
Georgia LMP	kpnet.kp.org:81/ga/sites/lmp/index.htm
Hawaii	xnetapps.kp.org/xsearch/lmp/categorysearch.jsp?Regions=Hawaii
Ohio LMP	xnetapps.kp.org/xsearch/lmp/categorysearch.jsp?Regions=Ohio
Mid-Atlantic LMP	kpnet.kp.org/mas/communicate/lmp/aboutlmp.htm
Northern California LMP	insidekp.kp.org/ncal/lmp/
Northwest LMP	internal.or.kp.org/nwlmp/
Southern California LMP	kpnet.kp.org:81/ubt/

LMP Communications—Media Publications

Hank—Full-size, color magazine published quarterly that is full of irreverence, honesty, quirkiness, and edgy look and feel. Provides regional coverage of UBT PSP and National Agreement success stories.

LittleHank—Abbreviated, electronic version of LMPPartnership.org news stories released via email very two weeks. Great for distributing to teams and generating lively discussion.

Catalyst News Service—Electronic distribution of short news articles, case studies, peer-to-peer advice and practical tools to improve team performance for middle and frontline management. Distributed monthly via email.

LMP Flash—Electronic news update featuring links to fresh content on LMPPartnership.org site.

LMP Materials—Dress up your bulletin boards with colorful, quarterly packets. Educate your UBTs with five-minute fliers, videos demonstrating performance improvement work, the PDSA interactive game or UBT pocket cards that explain roles, behaviors and outcomes.

LMP eStore—Find all of our materials to help and support UBTs on our website. Most of these materials can be ordered free by Kaiser Permanente employees and Union Coalition staff.
www.LMPPartnership.org/estore/index.html

Communications Consulting—The LMP Communications team offers one-on-one consulting services to UBT sponsors and co-leads to assist in strategic communications efforts and/or to address specific communications needs of facility-based teams.

Communications Training—Scaled in length from two hours to just 10 minutes, the targeted trainings offered by LMP Communications staff are designed to support UBT effectiveness. Contact LMP Communications for more information:
www.LMPPartnership.org/tools/feedback.html

Directors of Communications

Stacia Levenfeld (LMP)
510-271-5642
stacia.h.levenfeld@kp.org

Maureen Anderson (CKPU)
415-282-1805
maureena@pacbell.net



Labor Management Partnership Support Staff for UBTs

www.LMPpartnership.org/about/contacts/Imp.html

Union Partnership Representatives (UPRs)

Union Partnership Representatives are experts in all facets of the Labor Management Partnership. Many UPRs are senior union leaders in their local unions. UPRs participate in LMP Committees, joint decision making forums and organize, mentor and sponsor unit-based teams in their regions. They are trained facilitators and are well versed in Performance improvement methodology.

Labor Liaisons

Labor Liaisons have received all LMP core trainings and act as the liaisons between local union leadership and LMP programs. Their responsibilities include UBT team sponsorship and capacity building for UBT Implementation within their own unions. Labor liaisons have a thorough familiarity with local contracts and provide support to local union stewards.

Trainers and Facilitators

Within the LMP, hundreds of KP employees have received “train the trainer” education, allowing them to teach core curricula to frontline employees and facilitate the work of teams. The LMP Learning and Education Department coordinates the activities of these trainers. In some regions, trainers sponsor and support unit-based teams.

UBT Specialists and UBT Consultants

UBT specialists work on one year assignments to build capacity among frontline workers to succeed in the effective deployment of unit-based teams. They work closely with Coalition staff, identifying challenges to UBT optimization and addressing those challenges accessing resources to support the UBTs on the ground.

Contract Specialists

Contract specialists also serve one-year assignments to assist members in enforcing the local contract, consistent with the union’s duty of fair representation. The National Agreement allows unions to select one contract specialist for each 1,500 members to handle normal union representation issues. It was contemplated in the National Agreement that retaining contract specialists would allow shop stewards to focus their time and energy on National Agreement implementation and the building of unit-based teams (operations) rather than only on traditional representation issues (labor relations).

How are Unions Organized?

The democratic structure of unions influences the behavior of union officials, staff and stewards: Members elect their leaders, oversee their activities and have ultimate authority to overturn their decisions. All locals have an elected executive board, which meets regularly to set policy and oversee the affairs of the organization. The board is composed of elected officers and other elected positions. Locals that are large enough have full-time or part-time elected officials and/or professional staff to carry out the day-to-day work of the union. International unions oversee the activities of member locals based on the by-laws and constitution of the particular international union.

The Stewards

Most locals have stewards who are working members trained to handle on-the-job problems and grievances. Some locals elect their stewards; in others, stewards are appointed. Stewards are typically in close contact with the paid/elected staff from their local union. The structure of the steward system is largely determined by the internal dynamic of the union and its relationship with the employer. In most cases, the union's goal is to have a steward in every unit and on every shift, but this is often a challenge. At KP, the stewards' role has been expanded to participate in realizing the vision of the National Agreement through direct participation in joint decision making, performance improvement initiatives and UBT sponsorship.

Union Staff

Most locals have full-time hired or elected staff (called field representatives, business agents, internal organizers, etc.) whose responsibilities include coordinating negotiations and contract administration for particular bargaining units. The jobs of these individuals can include a variety of activities, depending on the local union. Examples are training and assisting stewards, coordinating bargaining activities and developing internal organizing campaigns. The role of union staff in Partnership activities also varies from union to union.

Membership Meetings

All locals have regular membership meetings. The rules of internal union activity are laid out in the constitution and by-laws of the union. These documents spell out everything from the election procedures and duties of officers to the procedure for ratifying contracts to dues rates.

Coalition of Kaiser Permanente Unions

Today the LMP covers some 90,000 union-represented employees (about 80 percent of all union-represented employees at KP) in California, Washington, Oregon, Colorado, Georgia, Ohio and the Washington, D.C., metro region.

UNION	LOCATION	WEB ADDRESS
International Brotherhood of Teamsters Local 166	Bloomington, CA	www.teamsterslocal166.org/
International Federation of Professional and Technical Engineers (IFPTE) Engineers and Scientists of California Local 20	Oakland, CA	www.ifpte20.org/
International Longshore and Warehouse Union (ILWU)	Oakland, CA	www.ilwu.org/about/locals/local28.cfm
Kaiser Permanente Nurse Anesthetists Association (KPNAA)	Los Angeles and Orange County, CA	www.kpnaa.org/
Office and Professional Employees Union (OPEIU) Local 29	Oakland, CA	www.unions.org/home/v-21561-5-OPEIU-.htm
OPEIU Local 30	San Diego, CA	www.opeiulocal30.org/
Service Employees International Union (SEIU)—United Healthcare Workers-West (formerly SEIU 250, SEIU 399 and SEIU 535)	Oakland, CA	www.seiu-uhw.org/
United Food and Commercial Workers Union (UFCW) Local 1036	Camarillo, CA	www.ufcw1036.com/
UFCW Local 1167	Bloomington, CA	www.ufcw1167.com/
UFCW Local 135	San Diego, CA	www.ufcw135.org/
UFCW Local 1428	Claremont, CA	www.ufcw1428.org/
UFCW Local 1442	Santa Monica, CA	www.ufcw1442.org/
UFCW Local 324	Buena Park, CA	www.ufcw324.org/
UFCW Local 770	Los Angeles, CA	www.ufcw770.org/
United Nurses Associations of California (UNAC)/Union of Health Care Professionals (UHCP) Local 5017	Los Angeles, CA	www.unac-ca.org/
United Steelworkers of America (USW) Local 7600	Fontana, CA	www.uswlocal7600.org/
SEIU Local 105	Denver, CO	www.seiu105.org/
UFCW Local 7	Denver, CO	www.ufcw7.com/
UFCW Local 1996	Suwanee, GA	www.ufcw1996.org/
OPEIU Local 2	Silver Spring, MD	www.opeiu-local2.org/
UFCW Local 27	Baltimore, MD	www.ufcw27.org/
UFCW Local 400	Landover, MD	www.ufcw400.org/
Ohio Nurses Association	Columbus, OH	www.ohnurses.org/
OPEIU Local 17	Parma, OH	mailto:opeiulocal17@aol.com
Oregon Federation of Nurses and Health Professionals (OFNHP AFT) Local 5017	Clackamas, OR	www.ofnhp.com/
SEIU Local 49	Portland, OR	www.seiu49.org/
UFCW Local 555	Portland, OR	www.ufcw555.com/
United American Nurses Oregon Nurses Association	Portland, OR	www.oregonrn.org/
OPEIU Local 277	Fort Worth, TX	www.opeiu.org/

KP Workforce Development Program

kpnet.kp.org/workforceplanning/overview/index.html



Workforce Planning Mission Statement

Our goal is to contribute to making Kaiser Permanente the health care employer of choice, capable of keeping pace with the changing environment, making workforce transitions in support of business strategies and ensuring that all KP employees have the skills and competencies for individual and corporate success.

The 2005 National Agreement commits Kaiser Permanente to a culture that values and invests in lifelong learning, career opportunities and internal promotion through the development of a comprehensive workforce development program. The program supports diversity, extending retention and expanding employee satisfaction, filling critical vacancies and strengthening our Labor Management Partnership.

Each region has a jointly led **Workforce Planning and Development Committee** that can provide UBTs with access to resources, tools and support as well as providing a forum for change and best practices. For more information, contact the **National Workforce Planning and Development co-directors, Bob Redlo at 510-625-5886 or Jessica Butz at 510-625-6949.**

The Kaiser Permanente workforce development program is funded by two trusts, **The SEIU UHW-West and Joint Employer Education Fund** and **The Ben Hudnall Memorial Trust**, each governed by a board composed of an equal number of union and management trustees.

- » For SEIU/UHW members, contact www.seiu-uhweduc.org or 888.872.4606 for more information.
- » For members of OPEIU, UFCW, UNAC/UHCP-AFSCME, KPNAA, Teamsters, United Steelworkers, ILWU, OFNHP-AFT, IFPTE or ONA-UAN, contact benhudnallmemorialtrust.org or call 800.216.4517 for more information.



“When speaking with people who are angry or upset, I always find it better to be nice than right.”

Ric Bennewate,
Regional Operations Manager, NW

Career Development on the Web

kp.org/careerplanning/index.html

LMP members can access a variety of tools and resources they can use to develop new skills, find out about critical positions, make appointments with their career counselors and find out about both KP and bargained benefits.

1. **Career Counseling**—Counselors are available to all LMP employees to help them find new career directions and plan how to get there.
2. **Critical Positions**—Here we spotlight several positions that provide higher-than-average placement opportunities.
3. **Career Paths**—View some Kaiser Permanente career paths in your region before planning your next move.
4. **Your Resources**—Here you can find more information on programs that may help you in your career development efforts, including tuition reimbursements, education leave, scholarship opportunities and many more.
5. **Success Stories**—Find out how other employees have advanced their careers and made the best use of their time and resources to achieve professional and personal growth.



Success Story

Workforce Development

Anthony Azurin, MRI technologist, SEIU UHW-West—Anthony Azurin, a CAT scan technologist, decided he wanted to work with MRIs, have better hours and earn higher pay because he and his wife were expecting their first child.

The state Employment Training Panel subsidized the income of Azurin and 15 of his colleagues while they attended a three-month, five-day a week MRI training program. The Kaiser Permanente Medical Group paid for backfill—so the students didn't have to do extra work to cover their regular duties—and for the course instructor.

Midway through the course, his wife gave birth to their daughter, who became ill and stayed in the neonatal intensive care unit for several months. Azurin considered dropping out—even though he knew without the state grant and KP program he probably could not afford to become an MRI technologist. But after encouragement from a manager, he decided to stay with the program.

After completing the program, Azurin passed the American Registry for Radiologic Technologists licensing exam. He landed a permanent position six months later while performing MRIs on a fill-in basis. He no longer works nights and weekends. That gives him more time to spend with his family and daughter, recovered and home from the hospital.

“It's changed my life,” Azurin says of his study and new position.

KP Healthy Workforce Program

kpnet.kp.org/workforceplanning/index.html



Healthy Workforce Aspiration

Our goal is to support and inspire ourselves and each other, to be our best in mind, body and spirit. Because when we thrive, so do our members, our communities and our organization.

Started in late 2007 as part of the 2005 National Agreement, Healthy Workforce is a national Human Resources Center of Excellence focused on creating a best place to work by improving the health and well being of all Kaiser Permanente employees.

The idea of a healthy workforce isn't new to Kaiser Permanente. From our beginning in the 1940s, when Dr. Sidney Garfield and Henry Kaiser teamed up to provide prepaid medical care to the workers at the Grand Coulee Dam, we've been focused on medical and preventive care for the workforce and their families. Today and in the future, we remain committed to creating opportunities for our own workforce, and their families, to thrive.

Our Goal

Healthy Workforce is more than just a single program or campaign. The goal is to collaboratively align and create partnerships with all regions, to create a common approach to:

[✓]	Employee Health and Wellness Programs
[✓]	Employee Assistance Programs (EAP)
[✓]	Employee Health Care Management Programs—so that all employees have the same opportunities to make healthy choices.

Getting Involved

All employees, regions and entities—health plan, hospital, the Coalition of Unions and the Permanente Federation—have a voice through the establishment of the Healthy Workforce Inter-regional Work Group.

The sponsors, leaders and members of all UBTs will have ongoing opportunities to support and encourage one another to:

[✓]	Make healthy choices by taking full advantage of the many resources, tools and programs available
[✓]	Create work/life balance
[✓]	Enjoy a best place to work, and
[✓]	Deliver the highest quality and service to the members of Kaiser Permanente.



TOOL: Tips for a Healthy Meeting

What are the Benefits of a Healthy Meeting?

Providing a healthy meeting environment for our employees will prepare them for maximum participation and effectiveness so every meeting can be a successful meeting.

What is a healthy meeting?

Any meeting can be a healthy one. Help employees have a healthy day at work—by building in some activities like stretch breaks or nutritious choices, if food or snacks are available.

<p>How To Get Started</p>	<ul style="list-style-type: none"> » Start your meeting with a wellness tip—let employees share what they do to support their health, read an inspirational quote or tell about a favorite healthy recipe or restaurant. » Remind employees about upcoming events at your facility that support their health—like flu shot clinics, farmers’ markets and health fairs.
<p>Let’s Get Moving or On The Move</p>	<ul style="list-style-type: none"> » Including some activity in a meeting doesn’t have to make people sweat, cause pain or discomfort or be led by a professional instructor. Activity during a meeting should be completely voluntary, an opportunity to move and/or stretch and energize! » Schedule brief stretch breaks during longer meetings to relax and refresh. » Encourage employees to take the stairs to and from the meeting and during breaks. » For all-day meetings, encourage employees to take a walk together at the lunch break, or walk to a restaurant instead of drive.
<p>Healthy Eating</p>	<ul style="list-style-type: none"> » Healthy eating doesn’t mean you can’t have any of your favorite foods—it’s all about balance and having healthy choices as available as other choices. » Consider healthy choices when planning recognition and reward events, department potlucks, or even when bringing in food to share at work. It doesn’t always have to be pizza and pastries! » Provide water in pitchers instead of bottled water at meetings—it’s healthier and good for the Earth, too. » Stick to water, sparkling water and juices instead of sodas when providing beverages. » Keep portions small so calories don’t add up too fast.

KP Workplace Safety Program

kpnet.kp.org:81/wps/national/



WPS Mission Statement

Kaiser Permanente believes that an injury-free workplace should be the goal and responsibility of every physician, manager and employee, and an essential ingredient of high-quality, affordable patient care. Working in partnership, we are establishing the health care industry standard by setting the goal of eliminating all causes of work-related injuries and illnesses, so as to create a workplace free of injuries.

Workplace safety and unit-based teams are a natural fit—WPS encourages front-line employees and supervisors to work together effectively in partnership. Together, they identify and eliminate safety hazards, ultimately eliminating workplace injuries. Injuries in the work unit impact morale, attendance, service, performance and quality of care. Frontline participation in the identification and elimination of hazards is a foundation of the organization's comprehensive approach to safety and this frontline engagement is a fundamental core principle of the unit-based team.

Felt Leadership Measure—Felt Leadership is a measure of the extent to which department/facility leaders are perceived as being “Safety Drivers” who lead with safety and continually seek opportunities to strengthen the safety culture. They integrate safety into every day and into every job and project, challenge the norm and actively participate in efforts to create employee engagement, empowerment and ownership. (Note: this description is excerpted from the NCAL WPS Safety Culture Survey as a description of the “Felt Leadership” Index)

Integrated Disability Management—IDM is a program under the National Agreement and part of a comprehensive approach to workplace safety. Already implemented in each region, IDM is an operating strategy for Kaiser Permanente, supported by labor and management, which recognizes the importance of an early return to work, returns an employee to daily work and life activities that can actually help an injured worker's recovery and reduce the chance of long-term disability. Early intervention is key. The sooner action is taken, the better the chances are of an employee making a full and speedy return to work.

For further information on this program, please contact your regional IDM co-leads. Their contact information can be found on the WPS website.

Workplace Safety Resources

National Workplace Safety Scorecard—Each quarter, the National WPS Scorecard publishes the year-to-date injury rate metric against current goals. As part of the mission to eliminate workplace injuries, workplace safety drives change with evidence-based decision making by tracking and reporting timely data to both labor and management.

kpnet.kp.org:81/wps/national/performance/index.htm

“E” is for Ergonomic Campaign—Kaiser Permanente's Northern California region developed the “E” campaign as a strategy to create a culture of safety by encouraging KP staff and physicians to take proactive responsibility for safety in the workplace and reduce workplace injuries. The campaign includes posters featuring staff and physicians in work situations featuring an “E” in creative ways. “E” reminds us to think about ergonomics.

Safety Begins with Me—Kaiser Permanente's Southern California region related the “Safety Begins with Me” campaign with a series of posters that are both inspirational and instructional. The campaign signifies the idea that we not only provide our members with the best possible care and service, we also look inward to protect the well being of the entire Kaiser Permanente family.

kpnet.kp.org:81/wps/national/communications/index.htm

Leadership Walkaround Guide Book—This guide assists leaders in conducting quick, non-threatening, blame-free conversations, while demonstrating that safety is a high priority. All this is to discover and remove safety hazards, ultimately making Kaiser Permanente an injury-free workplace.

kpnet.kp.org:81/wps/national/tools/walkaround_guide.htm

Workplace Safety Injury Information System (WIIS)—This is a database available on the intranet for any Kaiser Permanente employee who is working on workplace safety. The purpose of WIIS is to drive injury reduction by providing timely data that supports decision making. In WIIS, the user can drill down into the workplace safety metrics to get detailed information about what kinds of injuries are happening at the local level.

Types of information in WIIS include:

[✓]	Number of injuries
[✓]	Injury rate
[✓]	Lost work day case rate
[✓]	Description of injury (body part, type of injury)
[✓]	Occupation
[✓]	Number of interventions
[✓]	Patient handling injuries
[✓]	Lost work days



KP HealthConnect™ Program Goals

Kaiser Permanente HealthConnect™ harnesses the most advanced health care technology available to help us achieve the Kaiser Permanente promise to deliver quality, personal, convenient and affordable care to our 8.6 million members. KP HealthConnect's goals support the realization of this promise and the vision of the KP organization.

KP HealthConnect is Kaiser Permanente's comprehensive health information system—

KP HealthConnect facilitates communication between members/patients and Kaiser Permanente professionals to help make getting well and staying healthy even more convenient.

KP HealthConnect is being deployed across all Kaiser Permanente regions and facilities. Its full implementation will:

[✓]	Provide tangible benefits for both member/patients and business operations
[✓]	Enhance patient safety
[✓]	Provide overall cost savings
[✓]	Enable KP to offer new products

SmartBook—To support your work in achieving quality, member service and financial targets in your regional strategic plans, the **KPHC and Kp.org SmartBook for Value Realization and Optimization** is available.

Harvesting value from an investment in KP HealthConnect requires deliberate leadership and action. This new online tool is designed to help physician, union and operational leaders understand opportunities available and to connect them with experts across the regions. Features include:

1. Value Realization Dashboard
2. Browse SmartBook
3. Search SmartBook
4. Version 5.0 Highlights

insidekp.kp.org/kphealthconnect/stabilize/smartbook/index.htm

Department of Care and Service Quality

kpnet.kp.org/qrrm/index.html

The “Big Q” is what Kaiser Permanente does—day in and day out. It is at the heart of who we are and what our members expect from us. When we talk about the “Big Q,” we are referring to the quality that our members and customers experience every day.

The “Big Q” includes clinical effectiveness and patient safety, but equally important, it includes resource stewardship, risk management and service quality.

Patient Safety—Patient safety is dedicated to providing care that is reliable, effective, consistent and safe. Patient safety is an ongoing and relentless commitment to build safer systems that prevent accidental injury to our patients.

kpnet.kp.org/qrrm/patient/index.html

Performance Improvement—The performance improvement team strives to achieve world-class performance in quality by developing an execution strategy that focuses on breakthrough performance.

kpnet.kp.org/qrrm/perf_imp/index.htm

Quality Management—Quality management is dedicated to the development and implementation of quality initiatives, to contribute to quality improvement activities through educational programs and materials and to ensure quality medical care for all of our Kaiser Permanente members.

kpnet.kp.org/qrrm/quality2/index.html

Resource Stewardship—We aim to create superior quality and value for each individual patient and for all members.

kpnet.kp.org/qrrm/stewardship/index.htm

Risk Management—Risk management is dedicated to the prevention, reduction and/or control of injuries and loss, and ultimately, protection of the health of the members, patients and employees of Kaiser Permanente.

kpnet.kp.org/qs/nrm/index.html

Service Quality—We provide information, programs, services and tools that help foster and maintain a patient-centered, service quality-oriented culture at Kaiser Permanente.

kpnet.kp.org/qrrm/service2/index.html

UBT Material and Resources List

SUPPORT FOR PHYSICIAN, UNION AND MANAGEMENT UBT SPONSORS		
Materials and Resources	Audience	Where to Find It
<p>Web Based Learning modules: (none over 45 minutes)</p> <ul style="list-style-type: none"> » Orientation to Unit-Based Teams Web-based Training » Consensus Decision Making Web-based Training » Interest-Based Problem Solving Web-based Training » Rapid Improvement Methodology Web-based Training 	Physicians and others as interested	KP Learn learn.kp.org/
<p>1-2 page handouts/fliers containing talking points about UBTs:</p> <ul style="list-style-type: none"> » Benefits of Embracing UBTs » Why Should Physician Leaders Support Unit-Based Teams » Why Physicians Embrace Unit-Based Teams » UBT Flier Labor » UBT Flier Managers » Readiness / Success factors » Chief Checklist » Factors for Success » Physician Checklist » Role Clarification » Chief Role » Physician Co-lead Role » Physicians' Roles—explains various roles physicians might play 	Physician, union and management UBT sponsors	E Store www.LMPartnership.org/estore/index.html or ask your National Labor Co-lead or Management
<p>Sponsor and Leader Resource Guide for UBTs</p> <ul style="list-style-type: none"> » Collection of tools, information, role descriptions, links to relevant websites and explanations to help you support the UBT co-leads 	Physician, union and management UBT sponsors	www.LMPartnership.org
<p>Orientation to Resource Guide—Mini Training for Sponsors:</p> <ul style="list-style-type: none"> » Two-hour instructor-led training to introduce or reinvigorate UBT sponsorship (physician, union and management) to their roles in making UBTs effective and sustainable. Focus on role clarification, preparation for problem solving and increasing knowledge of available resources. 	Physician, union and management UBT sponsors	Contact Cynthia Rodriguez 1 Kaiser Plaza Oakland, CA 94612 510-271-6329 cynthia.x.rodriguez@KP.org or your National Labor Co-lead or Management Coordinator

