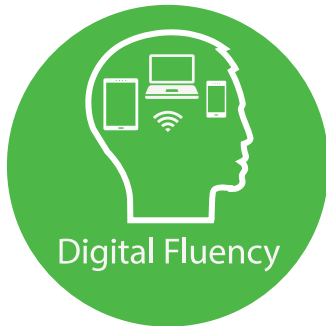


# KAISER PERMANENTE CRITICAL SKILLS

## TOOLKIT



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## How to Use This Toolkit

This toolkit was developed for the Labor Management Partnership community, including consultants, implementation specialists, managers, regional committee members, education trust career counselors, labor representatives and unit-based team co-leads.

The contents can be shared across LMP audiences to help Kaiser Permanente's workforce learn about the critical skills, adapt to coming changes and prepare for the jobs of tomorrow.

### Instructions

To open the documents embedded in this toolkit, click on the image. Then you can save and print the PDFs as needed.

### Distribution

This toolkit has been adapted online for use across all Kaiser Permanente regions. All content is for internal use only and is subject to change.

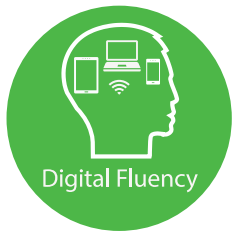
### Contact

For questions about this toolkit, please email [national-wfpd@kp.org](mailto:national-wfpd@kp.org).



## 4 Critical Skills for 21st Century Health Care

Charge up your career. Learn more about the 4 skills essential to meeting the changing demands of health care.



### Digital Fluency

**Embrace technology.** Technology enables health care access anywhere. Become familiar with new digital devices and adapt to new technologies at work to improve access, communication and outcomes.



### Consumer Focus

**Put consumers first.** Grow skills in listening, empathy and cultural competency to provide great care and service to every member every time.



### Performance Improvement

**Make it better.** Constantly evaluate and improve operations. Find ways to increase quality and save time and money, then share evidence-based practices.



### Collaboration

**Work together.** Develop skills to build and manage teams, communicate across diverse perspectives and negotiate through conflict. Solve problems together, respect others and drive continuous learning.



## Frequently Asked Questions

### QUESTION

### ANSWER

#### What are the critical skills?

Kaiser Permanente has identified 4 skills everyone needs to meet the changing demands of health care: digital fluency, consumer focus, performance improvement and collaboration. Learn more about the critical skills as part of KP's Workforce of the Future initiative to prepare for the jobs of tomorrow.

#### Why are the critical skills important?

We all need to become lifelong learners to address emerging skill gaps. We know certain skills will be essential as new care models, technology and other trends change the health care landscape, such as the shift to virtual care and rise in remote work. Whether you work at a clinic or call center, learning about the critical skills can help you adapt to coming changes and help KP deliver high-quality, affordable care. These critical skills align with KP's strategy and have been validated by the Conference Board, National Academy of Medicine and U.S. Department of Labor.

#### Why take KP's critical skills course?

KP's critical skills course is a great place to build awareness about each skill and identify where to learn more. The online course, available to eligible union members, is:

- **Easy to access.** Take it on a smartphone, tablet, laptop or desktop computer.
- **Flexible.** Take the adaptable course at your pace.
- **Rewarding.** Earn a certificate for completing the course. Earn digital badges for completing each part with each skill, plus a Champion digital badge for completing the entire course.
- **Inspiring.** Use as a springboard to grow your career.

## Why Critical Skills | *Managers*

### Build high-functioning teams

Did you know that teams get better results when frontline workers are engaged, free to speak and can influence decisions? Keep your employees engaged – and prepared for the future – by learning about the critical skills. These critical skills will be essential as new care models, technology and other trends change the health care landscape, such as the shift to virtual care and rise in remote work. Lead your team into the future. Encourage your employees to take critical skills training, so they're prepared to meet our members' needs and demands.

### Adapt to coming changes

Health care is changing rapidly. By acting now, we can prepare for changes ahead. Supporting your employees' growth will strengthen them, your team and Kaiser Permanente. As part of KP's Workforce of the Future initiative, have your employees learn more about the 4 critical skills, starting with our online course covering each skill.

“ *It's important to support our staff to advance themselves, which in turn promotes better health within the company.* ”

– Jennifer Henson  
Manager, Northern California

### Easy to start

The course is:



- ▶ **Available to** eligible union members
  - Sign up at [kpcareerplanning.org/critical-skills](https://kpcareerplanning.org/critical-skills), the Ben Hudnall Memorial Trust ([bhmt.org/critical-skills](https://bhmt.org/critical-skills)) or SEIU UHW-West & Joint Employer Education Fund ([theadfund.org/programs/critical-skills](https://theadfund.org/programs/critical-skills)).
- ▶ **Accessible.** Employees can take it on a smartphone, tablet, laptop or desktop computer.
- ▶ **Adaptable.** Employees can go at their own pace.
- ▶ **Strategic.** Critical skills align with KP's strategy and have been validated by the Conference Board, National Academy of Medicine and U.S. Department of Labor.

### Next steps

- ▶ Share this toolkit with your team members and encourage them to take the online critical skills course.
- ▶ Encourage employees to explore career paths at [kpcareerplanning.org/paths](https://kpcareerplanning.org/paths) and meet with a career counselor to develop a personal learning plan.
- ▶ Learn more about the Workforce of the Future at [LMPartnership.org/workforce](https://LMPartnership.org/workforce).



## Talking Points | *Managers*

### Educate your team about our organizational changes.

- ▶ We're changing how and where we deliver care to our members and patients.
- ▶ We're making it easier for members to access care wherever and however they choose.
- ▶ Examples include:
  - kp.org
  - KP mobile app
  - teleconsult appointments
  - retail clinics
- ▶ Learn more: See Health Care in America ([sharedagenda.kaiserpermanente.org/2019-strategy-bod/health-care-in-america](https://sharedagenda.kaiserpermanente.org/2019-strategy-bod/health-care-in-america)).

### Explain how the changes impact them.

- ▶ These changes mean your role and responsibilities may be evolving. (Offer specific examples that apply to your work environment.)
- ▶ The best way to prepare for change is to build career resilience – the ability to adapt to change in the workplace.
- ▶ You can build career resilience by learning these critical skills:
  - **Digital Fluency** – adapting to technology changes in the workplace
  - **Consumer Focus** – placing members at the center of what we do
  - **Performance Improvement** – evaluating and improving our work processes
  - **Collaboration** – working together as a team to deliver the best care possible
- ▶ Career resilience is important because:
  - Kaiser Permanente is constantly innovating
  - Health care is continuously changing
  - Technology is always being updated
  - We all need to become lifelong learners

### Offer possible solutions; invite feedback and discussion.

- ▶ To help you understand these changes and how to prepare for them, we have some handouts we want to share with you.
- ▶ Pass out **5 Facts About Your Future at Kaiser Permanente** and **Why Critical Skills | Employees** ([page 12](#)).
- ▶ Please review these handouts and let us know if you have any questions. We value your feedback.

## Email Template | *Managers*

*Use this template to send your employees information about the critical skills. Attach related materials for employees from this toolkit or invite your team to discuss critical skills at a meeting.*

**Subject:** Sign up for critical skills course

Hi, \_\_\_\_\_.

I encourage you to learn more about the 4 critical skills Kaiser Permanente has identified as essential to meeting the changing demands of health care.

Get started by taking the online critical skills course covering digital fluency, consumer focus, performance improvement and collaboration.

The course, part of Kaiser Permanente's Workforce of the Future initiative, is available to eligible union members. Take it at your pace on a smartphone, tablet, laptop or desktop computer. Sign up at [kpcareerplanning.org/critical-skills](https://kpcareerplanning.org/critical-skills).





## Why Critical Skills | *Advocates*

### Prepare for the jobs of tomorrow

We all need to become lifelong learners to address emerging skill gaps. We know certain skills will be essential as new care models, technology and other trends change the health care landscape, such as the shift to virtual care and rise in remote work. Learning about the 4 critical skills can help employees adapt to coming changes and increase Kaiser Permanente's ability to deliver high-quality, affordable care. Share this toolkit with employees. Encourage them to take critical skills training, so they are prepared to meet our members' needs and demands.

### Adapt to coming changes

Health care is changing rapidly. By acting now, we can prepare for changes ahead. As part of Kaiser Permanente's Workforce of the Future initiative, have employees learn more about the 4 critical skills, starting with KP's online course covering each skill.

“ *Be proactive. We need to embrace technology. It's here to stay.* ”

– Janis Thorn  
United Steelworkers Local 7600, Southern California

### Easy to start

The course is:

- ▶ **Available** to eligible union members
  - Sign up at [kpcareerplanning.org/critical-skills](https://kpcareerplanning.org/critical-skills), the Ben Hudnall Memorial Trust ([bhmt.org/critical-skills](https://bhmt.org/critical-skills)) or SEIU UHW-West & Joint Employer Education Fund ([theedfund.org/programs/critical-skills](https://theedfund.org/programs/critical-skills)).
- ▶ **Accessible.** Employees can take it on a smartphone, tablet, laptop or desktop computer.
- ▶ **Adaptable.** Employees can go at their own pace.

### Keep going

- ▶ Employees can learn more about the critical skills at [kpcareerplanning.org/critical-skills](https://kpcareerplanning.org/critical-skills).
- ▶ Encourage employees to discuss critical skills with their manager, explore career paths at [kpcareerplanning.org/paths](https://kpcareerplanning.org/paths) and meet with a career counselor to develop a personal learning plan.
- ▶ Learn more about the Workforce of the Future at [LMPartnership.org/workforce](https://LMPartnership.org/workforce).



## Talking Points | *Advocates*

### Educate your team about our organizational changes.

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  - kp.org
  - KP mobile app
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## Why Critical Skills | *Employees*

### *Hidden Figures* for health care

Did you see the movie *Hidden Figures*? Octavia Spencer's character, Dorothy Vaughan, realized computers were coming and would change how work was done. She not only taught herself how to program a computer, she trained her co-workers, too, so they all could have jobs for the future. Similarly, changes are coming to health care because of technology and other forces. Learn more about available resources that can help you build critical skills to excel at the jobs of the future.

### Adapt to coming changes

Health care is changing rapidly. Act now to prepare for changes ahead, from technology to new care models. As part of Kaiser Permanente's Workforce of the Future initiative, learn more about the 4 critical skills, starting with KP's online course covering each skill.

“*The digital fluency program gave me confidence to keep wanting to learn more. It helped me care better for my family and my patients.*”

– Abeleno Cerezo-Kirtley  
Medical assistant, Northern California

### Easy to start

The course is:



- ▶ **Available to** eligible union members
  - Sign up at [kpcareerplanning.org/critical-skills](https://kpcareerplanning.org/critical-skills), the Ben Hudnall Memorial Trust ([bhmt.org/critical-skills](https://bhmt.org/critical-skills)) or SEIU UHW-West & Joint Employer Education Fund ([theedfund.org/programs/critical-skills](https://theedfund.org/programs/critical-skills)).
- ▶ **Accessible.** Take it on a smartphone, tablet, laptop or desktop computer.
- ▶ **Adaptable.** Go at your pace, whether you're learning the basics or becoming a leader.
- ▶ **Rewarding.** Earn a certificate for completing the course. Earn digital badges for completing each part with each skill, plus a Champion digital badge for completing the entire course.

### Gateway to growth

- ▶ Discuss critical skills with your manager.
- ▶ Meet with an education trust career counselor to develop a personal learning plan.
- ▶ Explore career paths at [kpcareerplanning.org/paths](https://kpcareerplanning.org/paths).
- ▶ Become a lifelong learner; find more resources at [kpcareerplanning.org](https://kpcareerplanning.org) and [LMPartnership.org/workforce](https://LMPartnership.org/workforce).



## 5 Facts About Your Future at Kaiser Permanente

### 1 Our patients' and members' needs are evolving.

Patients expect a more personalized health care experience based on when, where and how they want to receive care. Providing on-demand services and information – in person, by phone and online – enables us to weave health care into all aspects of our members' lives, meeting them wherever they are.

### 2 We're changing how and where we deliver care.

As we make it easier for members to integrate health care into their everyday lives, we have seen the need to transform our care delivery channels. To do this, we are leveraging new technology to expand access to care, as well as adjusting how we build our facilities. We are piloting retail models, changing workflow processes, and increasing on-demand services and information through new technologies that support mobile devices and offer teleconsult capabilities.

### 3 We're adapting existing jobs and creating new roles.

For example, the Southern California Region started a joint labor-management committee called Jobs of the Future to better align staffing and workforce planning with changes and innovation in care delivery. The mission is to work collaboratively to identify and develop new roles and skills to create an accountable, engaged, resilient and change-ready workforce to meet the needs of members across all settings. New roles the committee created include:

- ▶ **Service representative** – an evolved receptionist role that enhances members' care experience
- ▶ **Multifunctional health care worker** – a new role combining licensed vocational nursing and medical assisting with the ability to perform blood draws and limited X-rays

### 4 This is the time to invest in yourself.

Advance your career by learning about the critical skills every Kaiser Permanente employee needs, regardless of your role. Sign up for the online critical skills course at [kpcareerplanning.org/critical-skills](https://kpcareerplanning.org/critical-skills).

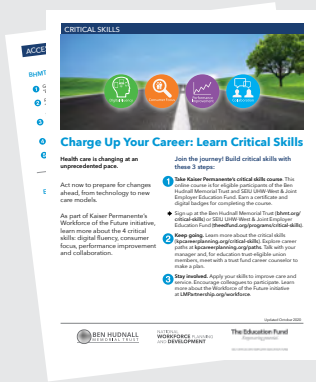
### 5 The future of health care starts with you.

We want to help you sharpen your skills to do the best job possible. You are key in helping us improve care and service. Becoming a lifelong learner and getting to know more about the critical skills can help you make vital contributions to our success and better prepare yourself for these emerging roles.

## Additional Resources

### FLIER

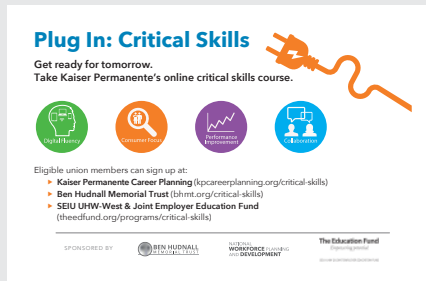
[ Press-quality PDFs for download ]



Critical Skills

### POSTCARDS

[ Press-quality PDFs for download ]



Critical Skills 1



Critical Skills 2

### POWERPOINT

[ for download ]



KP Critical Skills PowerPoint



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