

# hank



FRONTLINE NEWS FOR KP WORKERS,  
MANAGERS AND PHYSICIANS



You've got it  
in your pocket

Using your smartphone for all  
your partnership needs



## 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 the Labor Management Partnership, the joint agreement between Kaiser Permanente and the Coalition of Kaiser Permanente Unions that has been recognized as a model operating strategy for health care. *Hank* is published quarterly for the partnership's 150,000 workers, managers, physicians and dentists. All of them are working to make Kaiser Permanente the best place to receive care and the best place to work — and in the process are making health care history.

For a list of unions belonging to the Coalition of Kaiser Permanente Unions, please visit [UnionCoalition.org](http://UnionCoalition.org)

For information about the management and union co-leads advancing partnership in your region, please visit [LMPPartnership.org](http://LMPPartnership.org)

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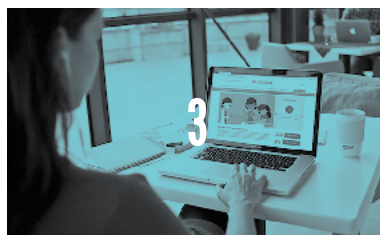
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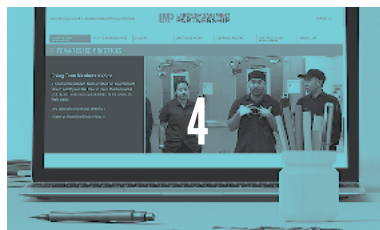
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FROM THE DESK OF HENRIETTA:

## What's in it for you?

Sure, the internet is great for watching cat videos and online shopping. But with [LMPPartnership.org](http://LMPPartnership.org), it's also a gateway to everything you need to help make your workplace better.



## Take the easy way out!

Don't waste your team's time reinventing the wheel. Use our Team-Tested Practices section to find examples of successful improvement projects. Then access tools your team members can adapt for yourselves.



## Inventing better care

Unit-based teams are the engine for getting work done at KP. Learn how you can help make your team the best it can be.



## Browse or borrow, no library card needed

Be as noisy as you want! No librarian will give you the side eye when you visit our online library. Here you'll find videos, stories, tools and our eStore, all neatly categorized.






## Keep your eye on the prize

If you feel like your improvement plans include everything but the kitchen sink, take a step back and visit the Focus Areas on [LMPPartnership.org](http://LMPPartnership.org).

## TAKE ACTION

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## FROM THE DESK OF HENRIETTA

# What's in it for you?

**WHAT'S YOUR FAVORITE THING TO DO ONLINE?** Watch cat videos? Scroll through Facebook? Maybe some occasional retail therapy?

Going online can also help make your work life better and save you time. It can help your unit-based team solve problems so you can deliver the best care and service to our members and make Kaiser Permanente a great place to work. All that, after all, is what the Labor Management Partnership is all about.

This issue of *Hank* magazine is a whirlwind tour of the Labor Management Partnership website, a one-stop shop for everything you need to turbocharge your team's performance. Tip sheets, videos and inspiration are always just a few clicks away. If you can't find what you want easily, just use our vastly improved search function. As one of our biggest fans put it, "Boom — there it is!"

On **LMPartnership.org**, you will:

- + learn from other teams — what worked, what didn't, what sorts of roadblocks to expect and how to overcome them

- + download icebreakers to build trust and help quieter team members gain the confidence to speak up
- + meet the Humans of Partnership, a gallery of short, personal profiles that will make you proud to #BeKP

If you don't sit at a computer as part of your day-to-day work, it's easy to access **LMPartnership.org** on the go. Follow the instructions on the back cover of this issue so we're always at your fingertips on your smartphone. You'll find yourself in a UBT meeting and calling up just the tool you need to help a team through a sticky situation.

You can even share resources from your phone with others who may not be as smartphone savvy. Pretty much every page has buttons that make it easy to email it to a colleague or share it on Facebook or Twitter.

Here's another handy tip: even if you don't visit **LMPartnership.org** (though I hope you do), reading this issue of *Hank* will help you learn how and why we do the vital work we do. So read on, log on and enjoy. **HANK**



## TAKE ACTION: BE A PRO

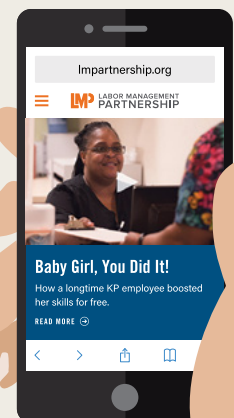
SEARCH

### Use search!

Can't find what you're looking for? From any page on the site, use the search function at the top right corner (look for the magnifying glass icon). The more keywords you include in your search, the more likely it is you'll find what you need quickly. If your search returns a lot of results, you can use the filters on the left to narrow things down.

### Get the LMP website on your phone

Get your phone and follow the instructions on the back cover of this issue!

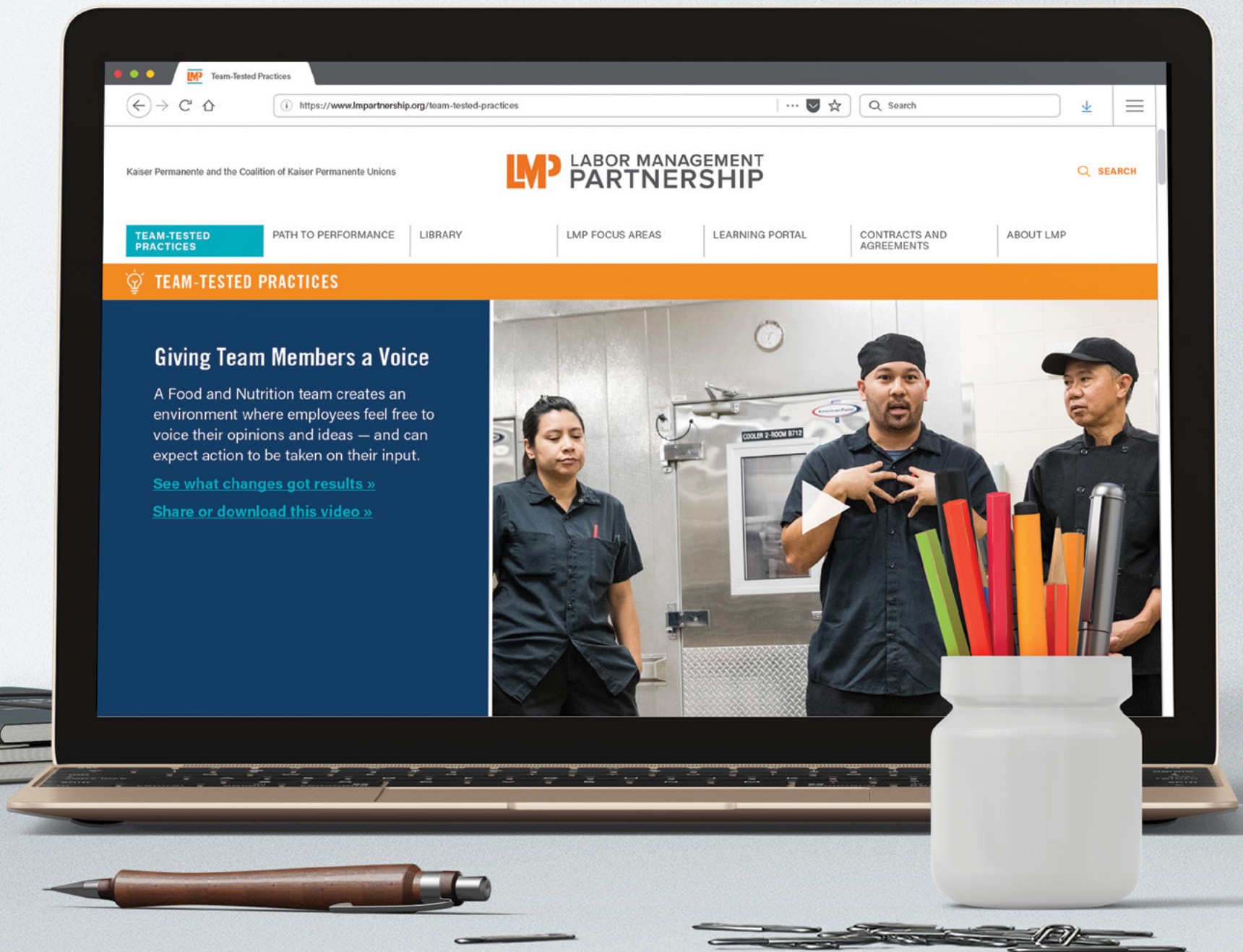




# TAKE THE EASY WAY OUT!

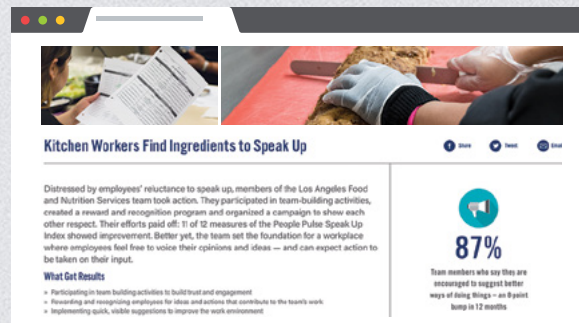
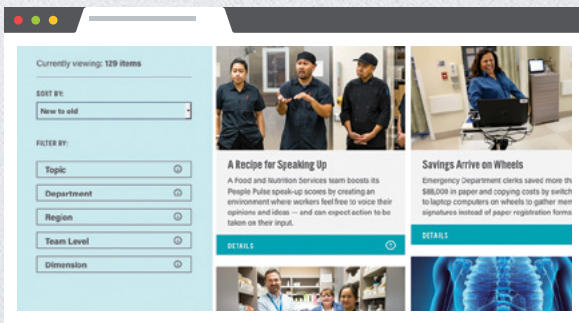
Speed your team on its way with ideas from other teams

**D**O YOU OR YOUR TEAMMATES want to shrink wait times? Save money on supplies? Reduce time wasters or roadblocks? Once you've identified a problem to solve, you may wonder where to start. No need to invent an improvement project from scratch. Visit the Team-Tested Practices section on **LMPartnership.org** and see what's worked for others. We've got short summaries of successes from every region and every type of work environment to give your team a kickstart.





# What you'll see on the site

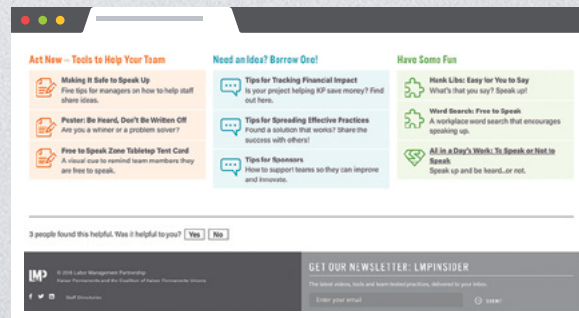
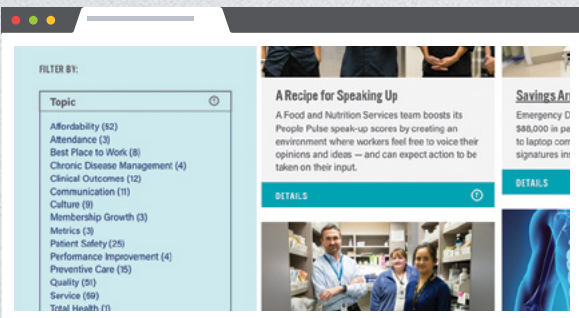


## 1. What's here?

When you visit [LMPartnership.org/team-tested-practices](http://LMPartnership.org/team-tested-practices), you'll find the first several "tiles" of the dozens you can choose from as you scroll through this section. Each tile will have a photo and short preview about a specific, measurable improvement a team has made.

## 3. Intrigued?

See something your team might want to try? Click on the tile to get a more complete description of the challenge the team was facing — and the main tests of change that helped the team achieve its goal. And the measurable result: "Saved \$40,000," "decreased wait times by 11 minutes," "69 percent drop in costs."



## 2. Sharpen your search

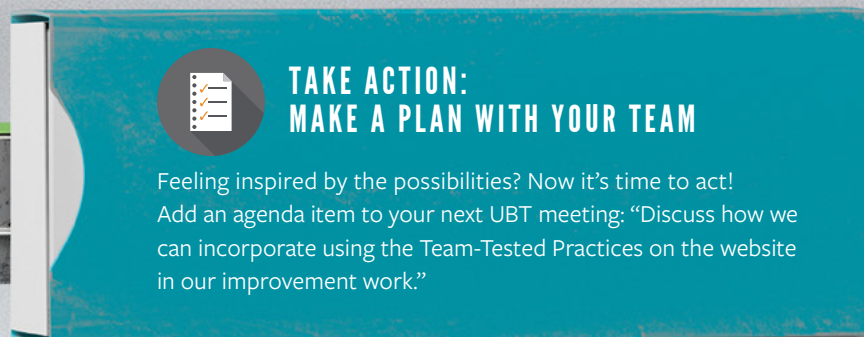
Want to narrow down what you see? Use the filters on the left side of the page. There are several to try, including:

- + **Topic.** Choices include affordability, patient safety, service and more.
- + **Department.** See what departments like yours have done.
- + **Region.** Check out the projects done in your region.

Selecting more than one filter at a time works, too. And remember that you can get great ideas from departments very different from yours and regions other than your own. You'll notice these filters throughout the website to help you focus your searches.

## 4. No dead ends!

So, maybe the practice you clicked on isn't right for your team. Before you move on, check out the related tools and stories in the colorful columns farther down this page. Throughout the site, the color orange means, "Here are tools to get your team started on work like this." Blue is, "Get inspired by stories and videos about teams working on similar efforts!" And, "Just for fun" — green will take you to puzzles, games and other light-hearted resources to kick off your improvement campaign on an upbeat note.

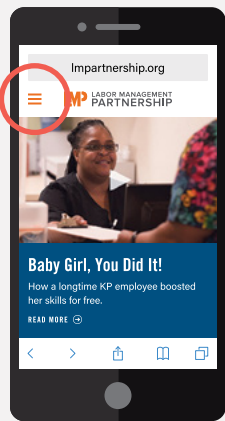






# PATH TO PERFORMANCE

# INVENTING BETTER CARE



## TAKE ACTION: TRY THE HAMBURGER!

OK, not really. But do learn how to use the hamburger icon, at the upper left when you're visiting the site on your smartphone. One click, and you can access search and all the main sections of the website.

## Unit-based teams are one of partnership's gifts to our members and patients

**UNIT-BASED TEAMS, OR UBTS,** are our engine for improving performance and creating the best place to work, and the partnership's Path to Performance matrix helps guide teams' development. Whether you're new to the world of unit-based teams or a seasoned UBT consultant, the Path to Performance section of **LMPartnership.org** will give you the tips and tools you need to help your team succeed.



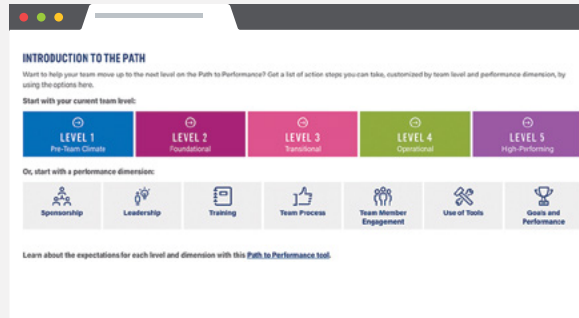
Keeping meetings fresh and ideas flowing are priorities for the senior unit-based team consultant and union partnership representative who team up to help the 46 UBTs at the Fresno Medical Center — so they turn to **LMPartnership.org** almost every day. These super-users have come up with a Top 5 list to help others maximize their time and use of the website.



## 5. PATH TO PERFORMANCE

Has nearly everything you need to help teams understand — and move up — the Path to Performance.

# What you'll find on the site



## ↑ The ABCs of UBTs

If you're new or need to explain UBTs to a new person, go straight to the UBT Basics page for an explanation of unit-based teams, information about roles and responsibilities, and more.



## ↑ Explore the Path to Performance

The Path to Performance matrix provides a consistent way for unit-based teams to continually improve their teamwork and how they do their work. It sets expectations for beginning Level 1 teams on through high-performing Level 5 teams in seven different performance dimensions.

Everyone benefits from this progression, because as teams become high performing, they have fewer workplace injuries and better attendance, service scores and quality outcomes.

Sounds good, right? Help your team move from Level 1 up to Level 5 by visiting our Introduction to the Path page — it will lead you to recommended next steps, customized by team level and performance dimension.

## ↑ Already a superuser?

Go straight to any of the seven performance dimensions from the drop-down in the main navigation bar. You'll get a thoughtfully chosen list of top resources as well as links to videos and stories that bring to life why the work matters.



### 4. CONTRACTS AND AGREEMENTS

The National Agreement is key to understanding and driving our Labor Management Partnership. It's the reason we're doing what we're doing. Everyone should read it.

### 3. LMP FOCUS AREAS: TOTAL HEALTH AND WORKPLACE SAFETY

We refer to this section often, particularly when there is a new UBT health and safety champion. This also is a great resource for team members and co-leads who want to stay up to date on monthly health and safety activities.

### 2. TEAM-TESTED PRACTICES, AND THE VIDEOS IN THE LIBRARY

Since these are our two favorite sections, we're giving them a tie. There are so many wonderful stories in the Videos section of the Library, and you can quickly find a lot of UBT project ideas in the Team-Tested Practices section.

### 1. SEARCH

The Search function is the best part of **LMPPartnership.org!** It's like the LMP "Google" feature. Anything you can think of you can search for — and boom! — there it is.



BROWSE

OR BORROW

NO LIBRARY CARD

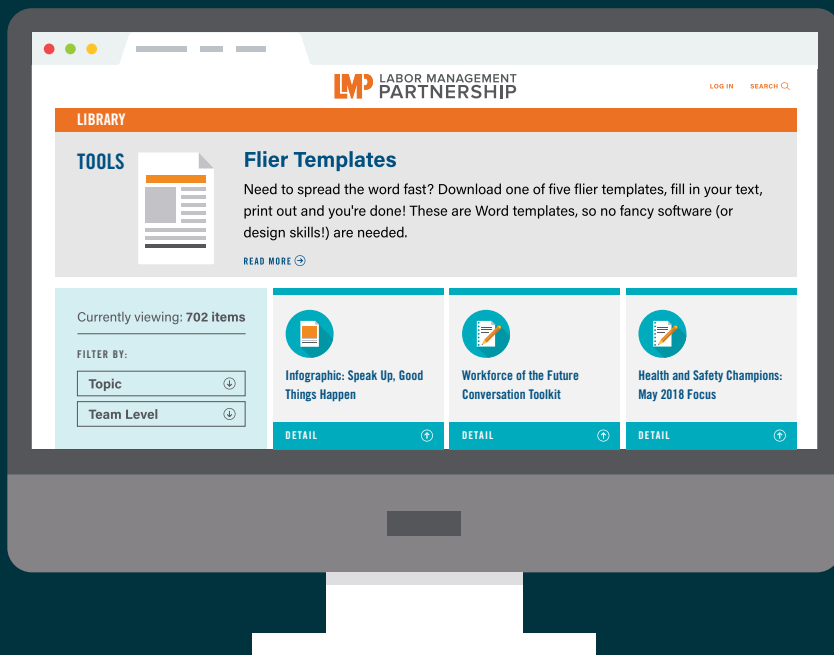
NEEDED

In a large library, visitors often need a map or librarian to help them find what they're looking for. But the **LMPartnership.org** Library is easy to navigate: A quick click on the Library tab at the top of any page on the website takes you to a great collection of videos, all sorts of tools, stories, short profiles of colleagues, issues of *Hank* magazine, the eStore and more. Everything is in its own category — exactly like your local library — except you don't have to be quiet.





VIDEOS



## Hot off the presses!

Want to know the latest? Always check the Library first. Interested in an inspiring video to open a meeting? The Library is your place. Each new video, story, tip sheet and profile is posted here. Be sure to check out the Humans of Partnership, a collection of short, heartfelt stories from people — like you — who make up our partnership. Read their own words about:

- + how they used a partnership benefit
- + a time they spoke up at work
- + how their UBT handled a challenge

Share these stories and videos at UBT meetings and huddles — they provide a great lift. We've got dozens to choose from.

## Get the right tool for the job

The Tools page in our electronic library is like the reference section of a brick-and-mortar library, with Tools to help you and your team complete successful improvement projects, conduct productive meetings and improve our workplace. Access the Tools page by clicking on the All Tools tile in the More to Explore band on the Library landing page, or click on Tools in the dropdown menu in the main navigation bar. Then use the filters on the left side of the page to zoom in on what you're looking for:

- + Need an activity that promotes health for a unit-based team? Use the topic filter and select Total Health.
- + Looking for a simple way to explain interest-based problem solving? Use the topic filter and select LMP Processes.
- + Find an engaging activity to kick off a meeting! Use the tool type filter and select Icebreakers and/or Puzzles and Games.

## Consult the How-To Guides

Don't overlook the 13 LMP How-To Guides, which provide smart collections of related tools to speed you from start to finish on an activity (planning a meeting, doing a performance improvement project, improving workplace safety and more):

- + Use the tool type filter and select How-To Guide. **HANK**



## TAKE ACTION: GET A POSTER FOR YOUR TEAM

What's going on in your unit-based team? Take a moment to see if there is a poster that will reinforce a message and support you and your team.

- + Go to **LMPPartnership.org**
- + Click Library under the LMP logo
- + Scroll to the bottom of the page and choose Posters from the More to Explore band
- + Print a poster that will help you or encourage your team
- + Display the poster in your work area or post it on a bulletin board



FLIERS



HUMANS OF PARTNERSHIP



FREE TO SPEAK



TOOLS



# KEEP YOUR EYE ON THE PRIZE



**LET'S BE REAL:** If everything is important, nothing is important. The prize for us is providing high-quality care and service at an affordable price to our members, patients and communities we serve — and the Focus Areas section of **LMPartnership.org** is a tool for helping unit-based teams prioritize their work and stay grounded.





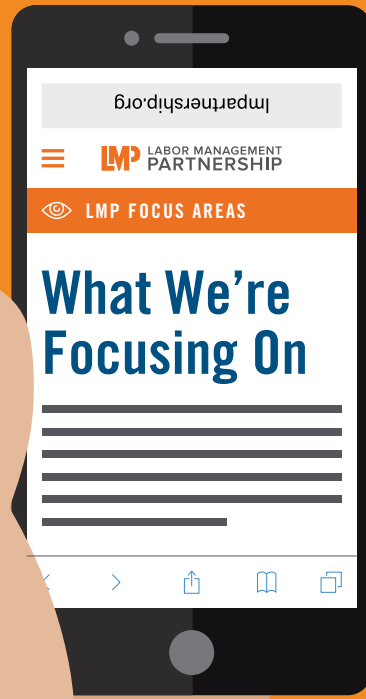
**WHAT WILL YOU FIND HERE?** Let's start with the Value Compass. The Focus Areas section has pages that go in depth on each of the four points — Quality, Service, Affordability and Best Place to Work. You also can learn more about topics that are part of the National Agreement, including Total Health and Workplace Safety, Workforce Planning and Development (Work of the Future), and Union and KP Growth.

And then two pages are specifically for improving your team's culture — which will in turn improve performance (we have the stats to prove it). The Join the Team, Be the Change page has tips and tools for improving team communication and engagement, while the Free to Speak page will help you build a Speak Up culture on your team.

CONTINUES ON PAGE 12

# KEEP YOUR EYE ON THE PRIZE

CONTINUED FROM PAGE 11





## Join the team, be the change!

How do you get your unit-based team to be excited about the work? Why would staff members want to be involved? How do you get those quiet people — who you just know have great ideas — to speak up?

Ideas to answer these questions and many more are found on the Join the Team, Be the Change page of the website. You'll find tips and tools for improving team communication, the first step in getting employees interested and involved.

But it doesn't stop there. As communication improves, it's easier for the team to pull together and solve problems — which in turn raises morale and can foster a sense of joy at work. Teams with good communication have more fun, report higher engagement, have better People Pulse scores and are rated higher on the Path to Performance.

And when employees are happy and satisfied with their jobs, our members and patients feel the difference in the care we give. Have fun with your team and make things happen!



# FREE TO SPEAK

## Do you feel safe speaking up?

If you work at Kaiser Permanente, you have the right to speak up and to be heard. Your voice is critical to keeping our patients, team members and yourself safe.

The Labor Management Partnership's Free to Speak campaign is helping to build a culture where all employees feel comfortable speaking up, and where managers create safe spaces to do so. The campaign complements the messages of KP's Speak Up program, which underscores not just the right to speak up but the responsibility to do so.

If you already feel safe speaking up, then keep on talking — and learn how to help others speak up, too. If you've been reluctant to share your ideas and concerns, the time to start is now. The fliers, posters and infographics available for download at [LMPartnership.org/free-to-speak](http://LMPartnership.org/free-to-speak) show why every voice matters — and how to ensure all voices get heard.

The national LMP communications team also offers in-person, on-site trainings for teams that need help feeling Free to Speak. For more information, visit [LMPartnership.org/lmp-communication-trainings](http://LMPartnership.org/lmp-communication-trainings). **HANK**

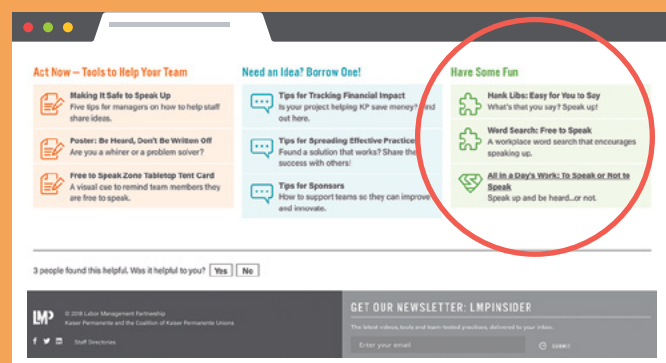


## JOIN THE TEAM BE THE CHANGE!



### TAKE ACTION: REDUCE STRESS ON YOUR TEAM

On [LMPartnership.org](http://LMPartnership.org), click on Focus Areas and then select Total Health and Workplace Safety. Keep scrolling until you see Have Some Fun. Choose one of the puzzles or comics to share with your team. Having fun with your teammates can help reduce stress — and the activity will help you get familiar with resources available on the site, which also can reduce your stress!





### TAKE ACTION: MAKE YOUR TEAM FAMOUS

Has your team done something cool to improve quality, service, affordability or job satisfaction? Could other teams benefit from learning about it in Team-Tested Practices? Then email a short description and your contact information to Sherry Crosby, an LMP communications manager, at [Sherry.D.Crosby@kp.org](mailto:Sherry.D.Crosby@kp.org).

### ICEBREAKER: Shining moments

**DIRECTIONS:** You will need pens and paper for this activity.

1. Divide team members into groups of three or four.
2. 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.
3. Allow two minutes for participants to think about and jot down their individual moments.
4. Allow another three to five minutes for participants to share their moments, one at a time, with their small group.
5. Once everyone is done sharing, have the groups look for common themes or similarities in the stories.
6. 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.

### Icebreakers, please!

Want to make your meetings more fun and productive? Take some time to break the ice! We have dozens of icebreakers to help team members be more engaged and get to know one another better. Simply log onto [LMPartnership.org/icebreakers](http://LMPartnership.org/icebreakers) and find one that will work with your meeting!



## SCAVENGER HUNT: Calling all web sleuths

**DIRECTIONS:** How well do you know [LMPartnership.org](http://LMPartnership.org)? Have fun and test your knowledge of the national LMP website by answering the questions below. Complete the online version of this scavenger hunt at <https://www.surveymonkey.com/r/HANKSCAVENGER> and qualify for a random prize drawing.

1. What do recipes, wheels and inventory all have in common?  
*Hint: This part of the website helps your team see what others have done.*
2. This voyage will have you speeding from 1 to 5 in no time at all! What's it called?  
*Hint: All unit-based teams are measured by this.*
3. Mainstreet Medical Center is the location for this out-of-whack demonstration. What video am I?  
*Hint: You might think twice about your next smoothie!*
4. Superheroes aren't just for the big screen! What's the name of the video that will help your team walk on the lean side?
5. Hammers, bolts and screwdrivers are useful, but this section of the website really nails it for me! What is it?
6. I'm very popular with my audience, I come out yearly and I love time off work. What am I?  
*Hint: I'm found in the Tools section.*
7. Show me the money! Or at least where it goes. What handy tool was featured in *Hank* Q2/Q3-2017?
8. Color me beautiful — no, this isn't about what color you wear, it's about how you keep your cool. Find the answer in *Hank* Q1-2017.
9. I'm great on a table and pack a powerful punch with my words.  
*Hint: I'm a happy camper!*
10. The force is with us! This section of the website focuses on the work of tomorrow.  
*Hint: I'm an LMP Focus Area.*

### WHERE'S THE MISTAKE?

There is a purposeful mistake hidden somewhere in the pages of this issue. Can you find it?



**FOR EXAMPLE:**  
*Name tag is reversed.*

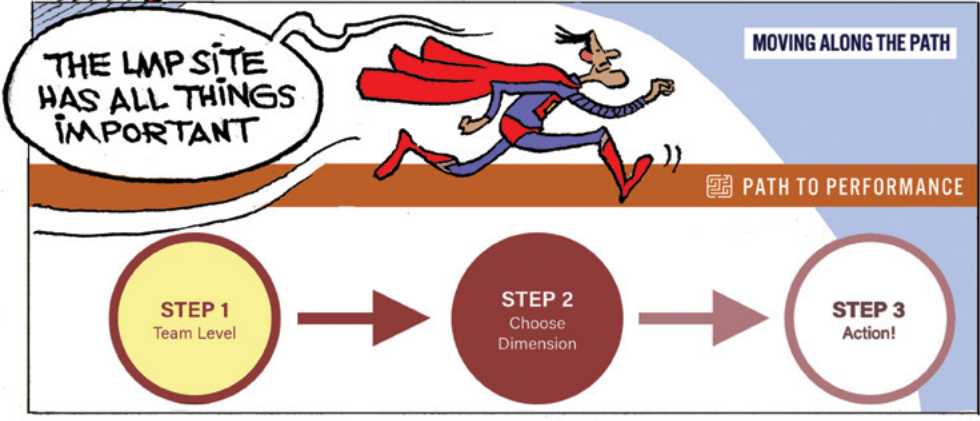


Check out the answers to this issue's puzzles and games at [LMPartnership.org/puzzles-and-games/answers](http://LMPartnership.org/puzzles-and-games/answers).



# SUPERSCRUBS

## IN THE KNOW, ON THE GO

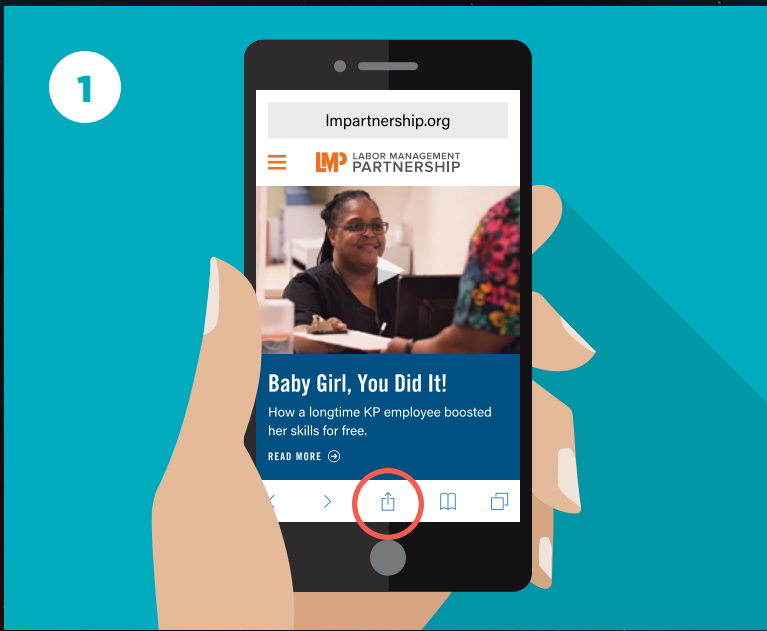





# SNAP! IT'S AN 'APP'

Put an icon for [LMPartnership.org](http://LMPartnership.org) on your phone

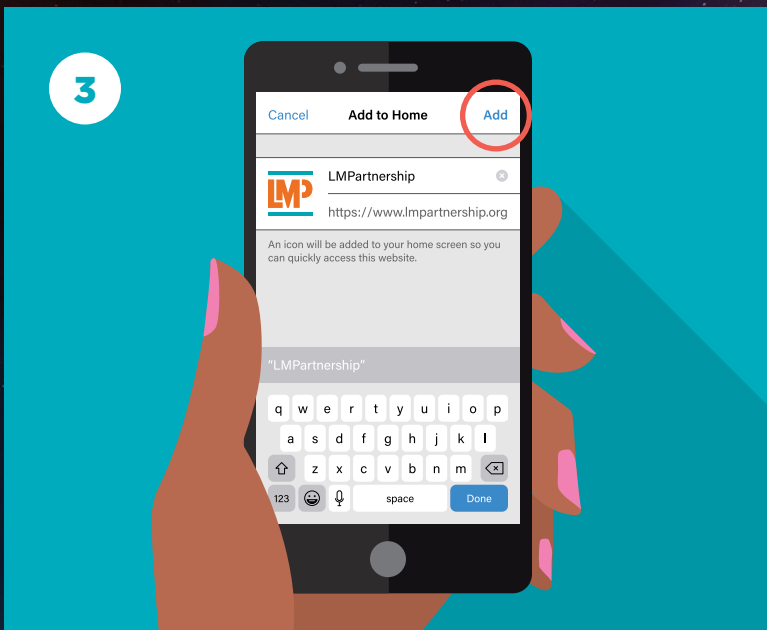
GET TO  
THE SITE WITH  
ONE TOUCH!



Open up your phone's browser and go to [LMPartnership.org](http://LMPartnership.org). Touch the **square with the arrow**.  (It's in the bottom band on your screen — if you don't see it, scroll down and it will show up).



A new screen will pop up. Touch the **+** icon for **"Add to Home Screen."** (If you don't see it, scroll to the right until you find it.)



On the next screen, touch the word **"Add"** in the top right corner.



Now find the **LMP logo** on your home screen (scroll to the right if you have more than one screen). Touch it — you've got the website at your fingertip.

Please share this poster! Post it! Pass it around!



**LMP** LABOR MANAGEMENT PARTNERSHIP