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The Kaiser Permanente Labor Management Partnership: Building Improvement Capacity at the Front Lines of Care

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Problem:

There is a lack of engagement in change and an expectation that frontline performance so far has been inconsistent and improvement?

Context:

Kaiser Permanente is the largest nonprofit health-care system in the United States, serving more than nine million health-plan members in nine states and the District of Columbia. From its inception, Kaiser Permanente has been a highly unionized workplace. A key element of its culture is the value placed on the leadership and contributions of its labor partners.

The Kaiser Permanente Labor Management Partnership (LMP) is a strategic collaboration between Kaiser Permanente and its unions aimed at enhancing performance and productivity, and improving patient experience throughout the organization. It has set the standard for the way health-care organizations and their unions work together in partnership to enhance the work experience. The vehicle for performance improvement is a system in which the organization and its unions create policies, procedures, and structures that engage the frontline workforce in transforming care delivery.

UNION MEMBERS AT KAISER PERMANENTE SAN DIEGO

Kaiser Permanente and the Coalition of Kaiser Permanente Unions have worked together to establish a Labor Management Partnership, the longest lasting, biggest and most successful partnership of its kind. The National Agreement to together in a Labor Management Partnership, the longest lasting, biggest and most successful partnership of its kind. The National Agreement

Aim:

Problem-solving teams are established and governed by the organization and its unions. All teams are assessed continuously to support the frontline workforce in transforming care delivery.

Strategy for change

Use the Path to Performance as a roadmap

UBT Ratings – San Diego Medical Center

April 2009 - September 2012

At Kaiser Permanente San Diego, to reach Level 5, teams must:

Vision:

At Kaiser Permanente San Diego Service Area will achieve 80 percent of unit-based teams at Level 5 minimum by December 31, 2012. All teams are assessed continuously and “high-performing” is defined as Level 5 or 6 on the Path to Performance.

UBT Tracker, an online database to document improvement projects and-UPT consultants (a resource team, trained in improvement methods, that only uses teams on strategic and important changes)-UBT Tracker, an online database to document improvement projects and-LCL - 24

Results:

For more than two years, the Nephrology outpatient clinic team at Kaiser Permanente San Diego Service Area reduced service: one patient-handling injury every month suffered only one such injury in the last 12 months.

Additional examples

Improved workplace safety: One medical-surgical team that averaged one patient-handling injury every week suffered only one such injury in the last 12 months.

The organization: Labor and management are working together to provide affordable health care that is safe and of high quality. Continuous care improvement initiatives have been implemented, and teams are committed to ongoing quality, service, financial, and workplace satisfaction improvements. The vehicle for performance improvement is the care-related teams.