

hank



FRONTLINE NEWS FOR KP WORKERS,
MANAGERS AND PHYSICIANS

Strength in Partnership



IN THIS ISSUE

TRANSFORMING
CARE

—

A QUEST FOR
LEARNING

—

EXPANDING
HORIZONS

ACKNOWLEDGMENTS

Published by Kaiser Permanente, the Coalition of Kaiser Permanente Unions and the Alliance of Health Care Unions.

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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 the Labor Management Partnership, which is jointly led by Kaiser Permanente and the Partnership unions and recognized as a model operating strategy for health care.

Hank is published a few times a year for the Partnership's 160,000+ 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. For a list of unions belonging to the Alliance of Health Care Unions, please visit AHCUnions.org.

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

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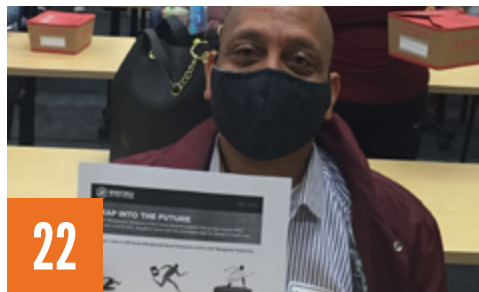
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Labor and management collaborate to address pandemic.



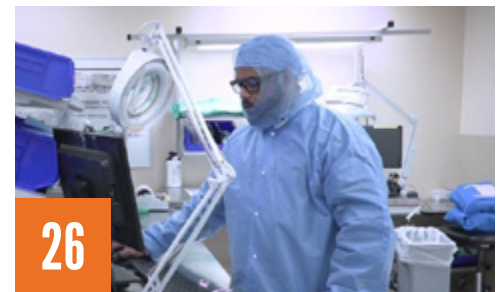
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A New Day Dawns

WELCOME TO E-HANK! The national Labor Management Partnership communications team is pleased to serve you in this new format, and we're grateful to those of you who've reached out and said you miss the print editions of *Hank*. But until the crisis of the COVID-19 pandemic subsides, an electronic communication seems best.

This issue looks at how our Partnership — which now includes 2 union federations, with separate National Agreements — helped Kaiser Permanente meet the extraordinary challenges that a worldwide pandemic brought to our doors. We've never been tested like this before. And how we've responded in the last several months provides a look at how we will respond and grow and adapt to future challenges.



The dialogue and collaboration that have been taking place during the pandemic are a model for the future.

In this e-edition of *Hank*, we're also introducing 2 concepts we think will help strengthen the culture of partnership throughout the enterprise.

The first is a renewed focus on The Basics — tips, tools and stories that will help you understand the core philosophy of the Labor Management Partnership and what it means to work in partnership. New to the Partnership? These materials will help show why Kaiser Permanente and the Partnership unions that belong to the Alliance of Health Care Unions or the Coalition of Kaiser Permanente Unions are committed to it as an operating strategy. Been around for a while? Dive in and refresh your knowledge of the principles and processes that make our Partnership a success.

The second is a new focus on Joy in Work, a concept pioneered by the Institute of Healthcare Improvement. By Joy in Work, we don't mean smiley faces or i's that are dotted with hearts. We hope our Joy in Work stories and tools will help you connect with your deeper, personal motivations for working in the demanding health care field. The stats show that people who feel this sort of connection — this fundamental Joy in Work — are less likely to suffer from depression and burnout.

Lastly, don't miss the back cover, which provides a quick refresh on a core principle that helps our Labor Management Partnership thrive: Free to Speak. It's a reminder that your voice matters. Thank you for reading this and for all your hard work. Together, there is strength in partnership. **HANK**



TAKE ACTION: NATIONAL AGREEMENTS

Both the Alliance of Health Care Unions and the Coalition of Kaiser Permanente Unions negotiated separate National Agreements with Kaiser Permanente.

Both agreements include wage increases and a set of industry-leading employee health and retirement benefits, along with additional provisions to strengthen the Partnership.

The 2018 KP-Alliance National Agreement went into effect October 1, 2018, and expires September 30, 2021. It includes improvements to the Performance Sharing Program, a new KP-Alliance Partnership Trust Fund and enhanced education trust benefits.

The 2019 KP-Coalition National Agreement began October 1, 2019, and expires September 30, 2023. Highlights include incentives to use mail-order prescription services, a pathway for advancement by eliminating experience requirements, and creation of a program to reduce the national shortage of health care workers.

Learn more at LMPartnership.org/contracts-agreements.





STRENGTH IN PARTNERSHIP

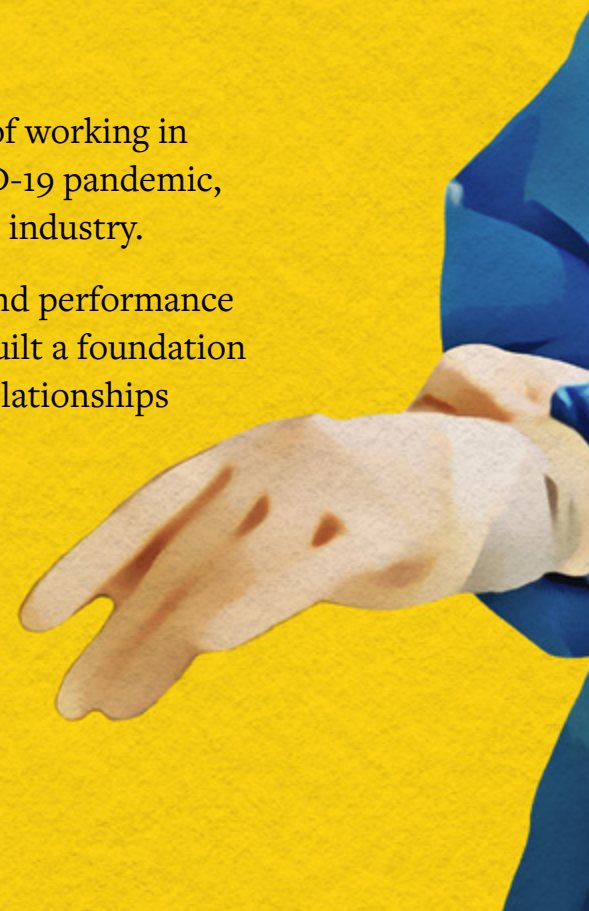
Labor and management collaborate to address pandemic

In 1997, the Labor Management Partnership turned strife between Kaiser Permanente and its unions into strength.

That strength is coming to the forefront again today. Decades of working in partnership are helping the organization respond to the COVID-19 pandemic, move forward together and provide a model for the health care industry.

With interest-based problem solving, a Free to Speak culture and performance improvement through unit-based teams, the Partnership has built a foundation that's given leaders, managers and union members tools and relationships to collaboratively address this crisis. **CONTINUES ON PAGE 8**

ARTICLE BY: Laureen Lazarovici





Acting fast

Some of the response took place at the highest levels. Over a weekend, Kaiser Permanente and union leaders reached an agreement to temporarily enhance benefits for physicians and frontline employees.

“I’ve never negotiated anything as fast,” says Dennis Dabney, senior vice president of National Labor Relations and the Office of Labor Management Partnership.

Throughout the crisis, union leaders joined twice-weekly calls with top Kaiser Permanente leaders and played a central role with command centers and surge planning.

The key to making faster decisions was directly involving labor in operations meetings, says Hal Ruddick, executive director for the Alliance of Health Care Unions.

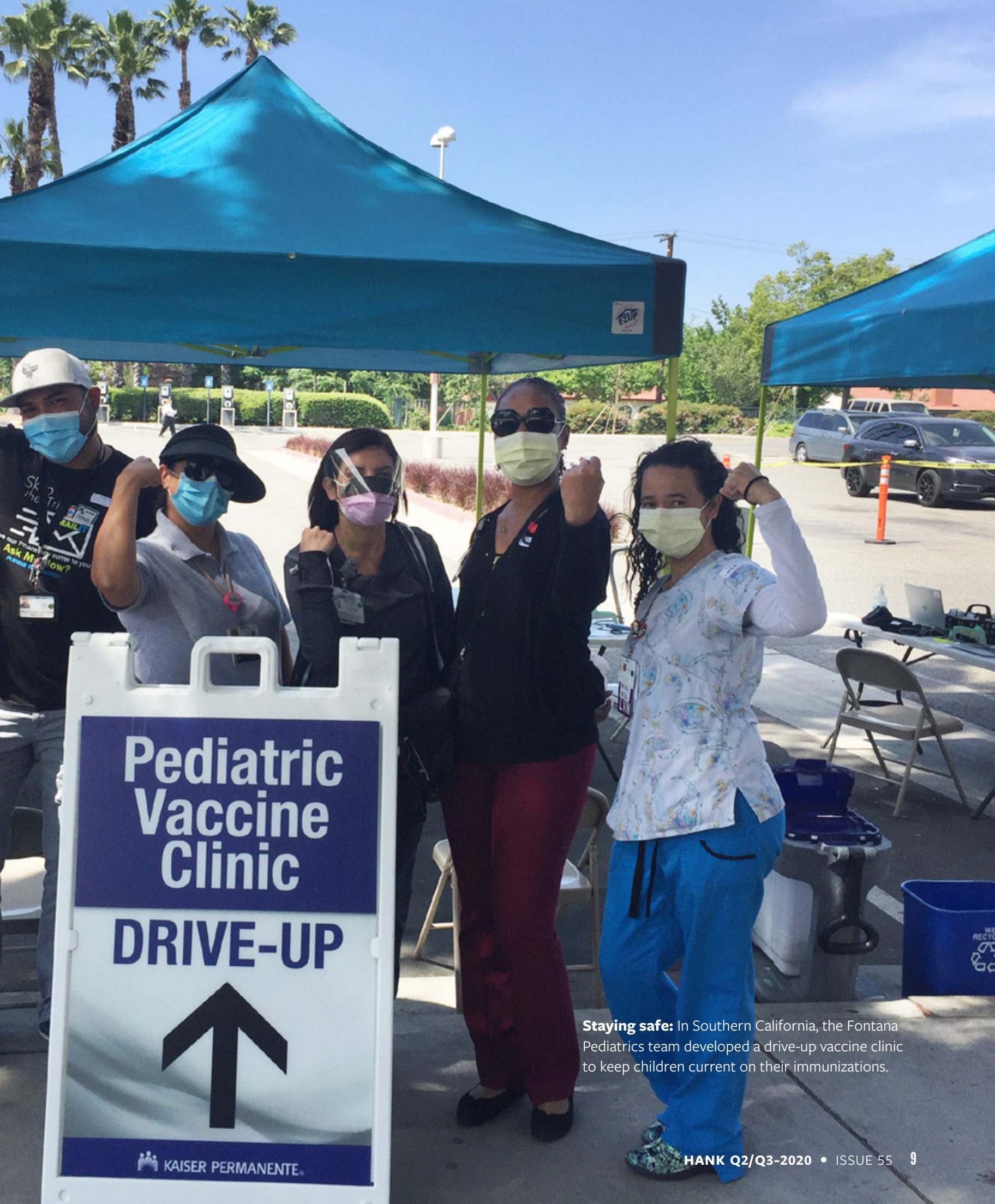
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‘It was the epitome of collaboration.’

—**KELLIE BUTCHINO**, certified medical assistant,
SEIU Local 49 (Northwest)





Staying safe: In Southern California, the Fontana Pediatrics team developed a drive-up vaccine clinic to keep children current on their immunizations.

**Pediatric
Vaccine
Clinic**

DRIVE-UP



Having a voice

Partnership laid the groundwork for a nimble response in other ways, too. When COVID-19 hit, most vision appointments were canceled.

In Northern California, IFPTE/ESC Local 20 negotiated with management to have optometrists work in different roles. More than 120 optometrists volunteered to staff the COVID-19 test results call-in line.

“We showed our willingness to do alternative work — work that would be meaningful and

keep our union members safe,” says optometrist John Corpus, a member of the local union’s optometry unit board.

Having a voice on the job equipped members to negotiate that deal, which included training, laptops and greater flexibility to work remotely.

“If our teams remain safe, are listened to and feel respected in the changes, they can live with the changes during this time,” Corpus says.

Improving workflows

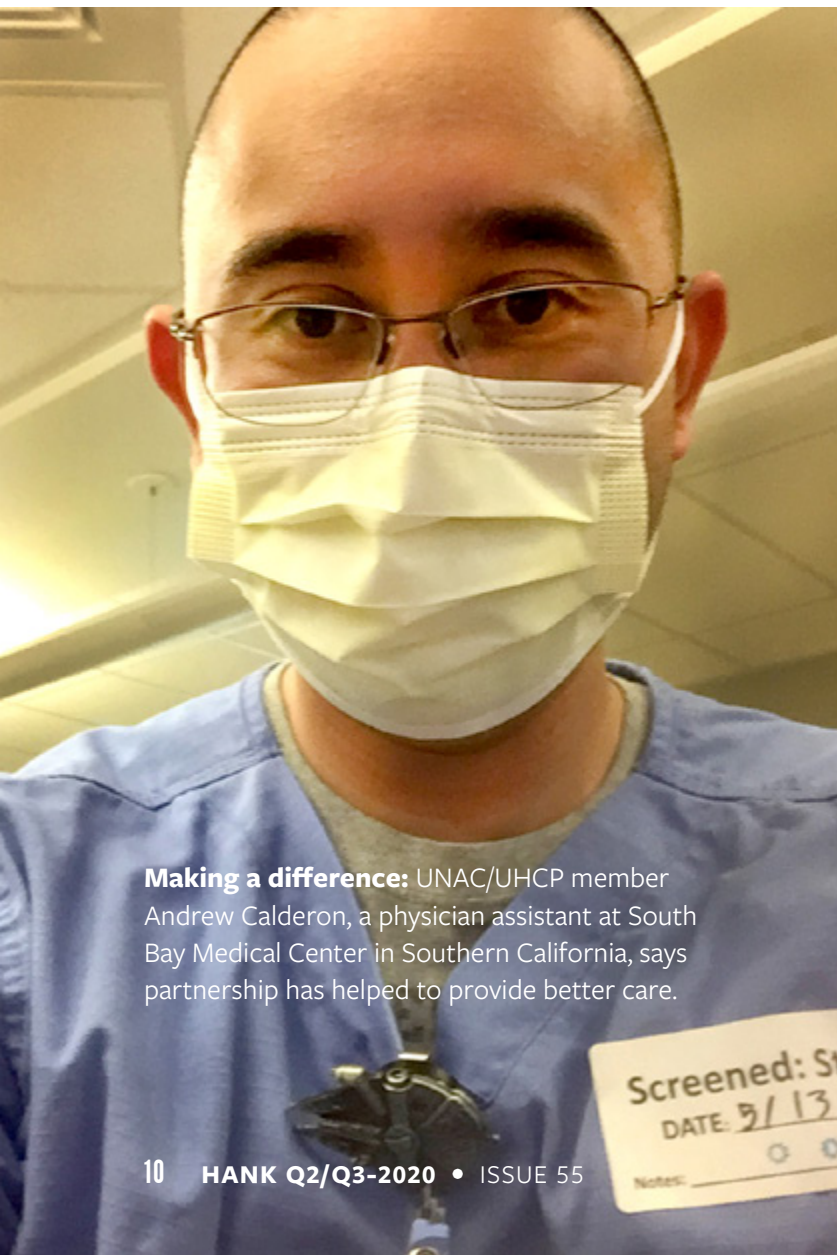
At Beaverton Medical Office in Oregon, after COVID-19 testing began, managers saw that patients often needed multiple services. A new workflow was required — and the Nurse Treatment Room team’s registered nurses and medical assistants rose to the challenge.

“Everyone began sharing ideas and brainstorming possible solutions,” says nurse manager Cyndy Gillis. “The team formulated a plan that respected scope of practice, safety for the staff and patients, and a streamlined workflow that continues to adjust to new challenges.”

“It was the epitome of collaboration,” says team member Kellie Butchino, a certified medical assistant and SEIU Local 49 member.

Fighting together

One of the most vexing problems during the pandemic has been getting caregivers the personal protective equipment they need to safely care for patients. Working in partnership has helped.



Making a difference: UNAC/UHCP member Andrew Calderon, a physician assistant at South Bay Medical Center in Southern California, says partnership has helped to provide better care.

“It’s not perfect,” says UNAC/UHCP member Andrew Calderon, a physician assistant at South Bay Medical Center in Southern California. “But labor and management were there updating staff regularly and fighting to get us the materials we needed.”

“We are able to provide the best care for our members because of partnership.”

Looking forward

Such collaboration across the enterprise will help Kaiser Permanente navigate the future — and inspire others, too.

In May, LMP leaders shared their pandemic experiences during a Labor and Employment Relations Association webinar, drawing praise from members of a 4-year-old labor-management partnership in Massachusetts.

“We are trying to proceed on the premise that there is no business case for adversarial labor relations,” says Bart Metzger, chief human resources officer for UMass Memorial Health Care. Partnership is “the only way we can push organizations such as ours forward.”

Partnership is an effective strategy for labor and management, Ruddick says.

“It’s harder, but it’s worth it because the results that you get are better.” **HANK**

With reporting by Jennifer F. Bellisario and Tracy Silveria.



TAKE ACTION: A TOTALLY DIFFERENT WAY TO SOLVE PROBLEMS

In contrast to competition or compromise, interest-based problem solving is a collaborative method to resolve issues. Instead of starting with declarations of fixed positions, it prioritizes needs and concerns. Try this approach. It not only can help to reach agreement, but also to build trust and enhance relationships. Go to page 14 to learn more.



‘ We showed our willingness to do alternative work — work that would be meaningful and keep our union members safe.’

— **JOHN CORPUS**, optometrist, IFPTE/ESC
Local 20 (Northern California)



LMP LABOR MANAGEMENT PARTNERSHIP

LIBRARY

Interest-Based Problem Solving and Consensus Decision Making

Tools

Consensus Decision Making & Interest-Based Problem Solving

- | Consensus Decision Making | Interest-Based Problem Solving |
|--|---|
| DO <ul style="list-style-type: none">Open ProcessJointRight to the PointOther Methods | STEP 1: Define the Problem <ul style="list-style-type: none">Define the ProblemDefine the ProblemDefine the ProblemDefine the Problem |
| DMIT <ul style="list-style-type: none">Open ProcessJointRight to the PointOther Methods | STEP 2: Identify the Interests <ul style="list-style-type: none">Identify the InterestsIdentify the InterestsIdentify the InterestsIdentify the Interests |
| Tooling for Consensus <ul style="list-style-type: none">Consensus Decision MakingConsensus Decision MakingConsensus Decision MakingConsensus Decision Making | STEP 3: Develop Options <ul style="list-style-type: none">Develop OptionsDevelop OptionsDevelop OptionsDevelop Options |
| | STEP 4: Select a Solution <ul style="list-style-type: none">Select a SolutionSelect a SolutionSelect a SolutionSelect a Solution |
| | STEP 5: Implement Action Plan <ul style="list-style-type: none">Implement Action PlanImplement Action PlanImplement Action PlanImplement Action Plan |

the basics

THE

BUILDING



BLOCKS OF

PARTNERSHIP





HUMANS OF PARTNERSHIP

“PARTNERSHIP CONNECTS THE DOTS and helps everyone understand why we are here. It gives us an opportunity to listen and solve problems together and it’s what makes us unique from other organizations. We come to work with a different heart when we work in partnership. It encourages employees to speak up regardless of position, have a deeper dedication to the work and improves morale. There are good days and bad days, but when we walk in the door at work, we all have a role. We are a family, doing the right thing for our patients. I tell my staff, when someone asks you what you do, you tell them, ‘I save lives!’ because the hospital can’t run without you.”

— **YVETTE TORRES**, director,
Environmental Services (Hawaii)

What does it mean to work in partnership?

It’s a joint commitment to collaborate, enshrined in the Labor Management Partnership’s national agreements.

It’s employees, managers, physicians and dentists building on common interests to make decisions and solve problems.

It’s Kaiser Permanente and the Partnership unions finding creative, mutually beneficial solutions that result in improved care, service and affordability.

Consensus Decision Making & Interest-Based Problem Solving

[Download and print for tips.](#)

TOOL

Consensus Decision Making & Interest-Based Problem Solving

Consensus Decision Making

DO

- Share information
- Listen
- Be open to new ideas
- Offer alternatives

DON'T

- Agree too quickly
- Trade or bargain
- Vote
- Penalize standouts

Testing for Consensus

- Has everyone been heard?
- Can everyone live with the decision?
- Will everyone actively support the decision? (Can you identify behaviors that support the decision?)

Interest-Based Problem Solving

STEP 1: Define the Problem

- Develop question
 - Contain issue
 - Begin, "How might we?"
 - No "Yes/No" answers
- No solutions
- No accusations

STEP 2: Determine Interests

- Separate interests, needs, concerns
- Identify common interests

STEP 3: Develop Options

- Brainstorming
- Best practice
- Expert panel
- Straw design

STEP 4: Select a Solution

- Screen options
- Shorten list
- Develop standards
- Test options to standards
- Decide on solutions

Step 5: Form an Action Plan

- Identify next steps
- Decide who is accountable
- Determine timeline
- Share results

There's never been a better time than right now to shine a fresh spotlight on the basics — the team-tested tools and practices fundamental to a strong partnership, such as the Rapid Improvement Model, consensus decision making and interest-based problem solving.

Whether you're new to partnership or well-versed in its ways, use these performance improvement tools to identify issues, test changes, solve problems, make decisions, deliver better care and service, and enhance your work life.

LMP tools are designed to help you work together when things are going well — and bridge differences when the going gets tough. This approach addresses the needs of union members and helps the organization improve performance — which ultimately benefits Kaiser Permanente's patients, members and communities. **HANK**

Learn more at [LMPartnership.org/about/how-partnership-works](https://www.lmpartnership.org/about/how-partnership-works).

How to Use the LMP Website: All you need to know about this key resource for frontline people working in partnership. [Click to watch the video.](#)



A woman with dark hair pulled back, wearing glasses and a blue and white vertically striped long-sleeved shirt, is sitting and looking towards the camera with a slight smile. The background shows a white wall with a bookshelf filled with books at the top, a framed picture of a person in a gold frame to the right, and a red wooden chair to the left.

TRANSFORMING CARE WITH PARTNERSHIP TOOLS

Behavioral Health teams pivot to virtual house calls

Answering the call: As Mid-Atlantic States psychotherapist Lindsey McDaniel, a UFCW Local 400 member, and colleagues shift to virtual visits, unit-based teams have helped give employees a voice to improve the delivery of care.

AFTER GOVERNMENT STAY-AT-HOME ORDERS derailed their plans for a patient support group, members of Kaiser Permanente’s Marlow Heights Behavioral Health team in Maryland set up a video chat for vulnerable individuals sheltering in place.

“With the COVID-19 pandemic, we had to be open and receptive to connecting with our members in a different way,” says Dawn Anderson, a psychotherapist with UFCW Local 400 and union co-lead for the Level 4 unit-based team. “This way we’re still supporting patients with serious health issues.”

Propelled by the global pandemic, Behavioral Health teams across the Mid-Atlantic States are using partnership principles and tools to transform how and where patients seek care — resulting in changes likely to outlast the crisis.

Connecting with patients

Therapists are working from home and counseling patients via telephone and video. Unit-based team members are meeting virtually, too, using collaborative digital tools to identify challenges and solutions.

They’re also using such tried-and-true performance improvement tools as the Rapid Improvement Model to reveal the best ways to connect with patients by telephone and video.

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TAKE ACTION: 3 KEYS TO PERFORMANCE IMPROVEMENT

Keep your team on track with these performance improvement tips from Jennifer Walker, RN, lead UBT consultant and improvement advisor for the Mid-Atlantic States.



Set SMART goals. To lead change and improve performance, unit-based teams need SMART goals that are specific, measurable, attainable, relevant and time-bound.



Experiment boldly with the Rapid Improvement Model.

This performance improvement tool “is designed for adapting and adjusting in real time.”



Document results in UBT Tracker. By capturing your performance improvement efforts in UBT Tracker, other teams can learn from you.



[Download and print for tips.](#)

“Sometimes I will connect with patients on video, then after 5 minutes something will cause a disruption and I’ll have to ask if we can connect via telephone,” says Anderson. “We are still adapting to telehealth technology.”

Adapting quickly

The rapid-fire changes haven’t been easy for team members, who are conducting assessments with patients by phone instead of in person because of social distancing requirements.

“We’ve done things in this pandemic season that we normally would not have done,” says Reuben

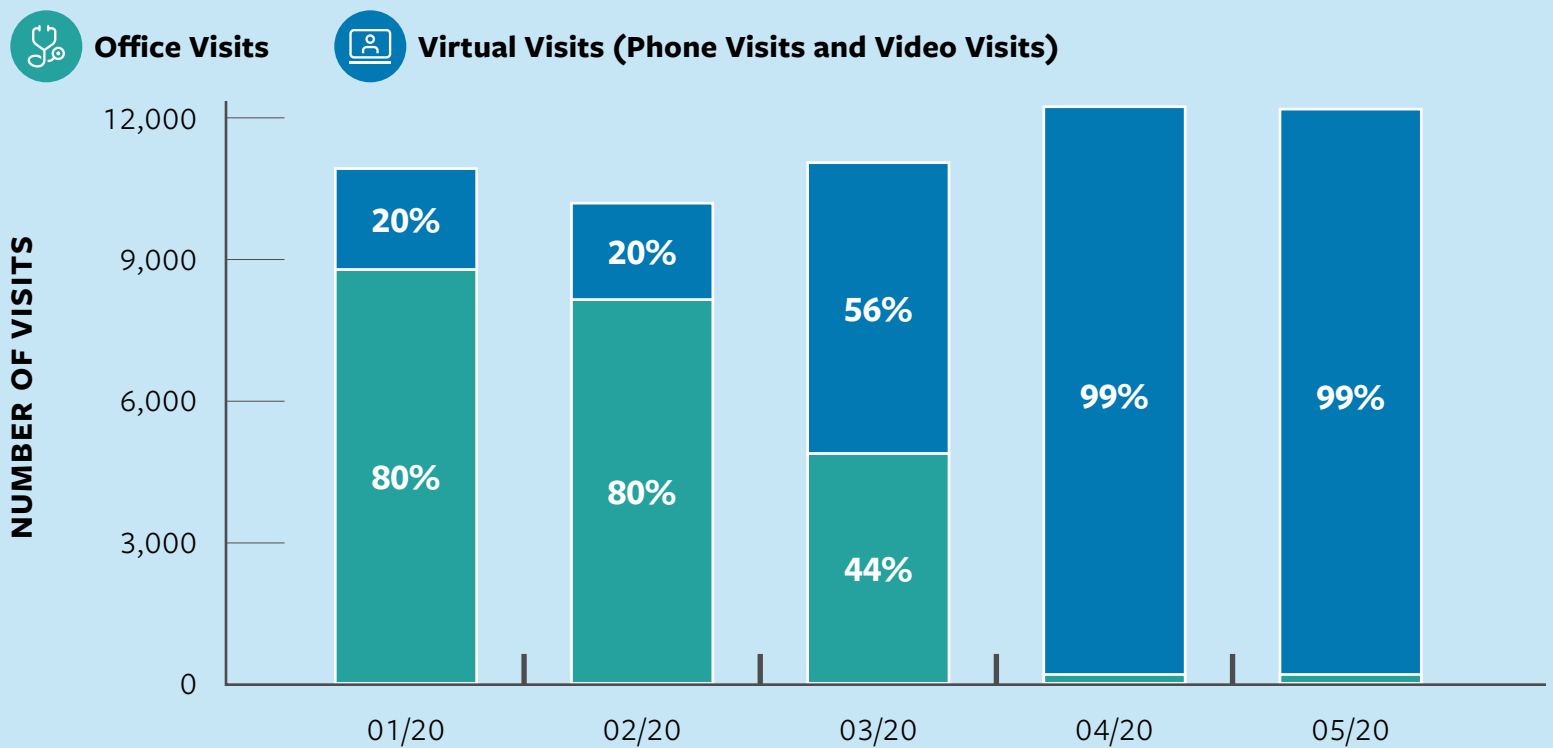
Steele, Behavioral Health operations manager and management co-lead. “That has caused some initial anxiety but, ultimately, the team has been able to adapt and adjust quickly.”

Being heard

Team members agree having a voice in decisions about ways to deliver care is helping them cope with change. A key feature of the Labor Management Partnership is involving frontline workers and union leaders in decision making.

Going Virtual

As the COVID-19 pandemic spread, virtual visits for psychotherapy rose rapidly in the Mid-Atlantic States.



“The LMP is a great way to think outside of the box and figure out what we can do to meet people’s needs,” says Lindsey McDaniel, a psychotherapist, UFCW Local 400 member and labor co-lead for the Silver Spring Behavioral Health team, a Level 4 UBT in Maryland.

Anderson agrees.

“We’re able to ‘check egos at the door’ and come forth with ideas and suggestions. That’s what I love about the UBT setting,” she says. “Our UBT consultant and manager support us and are open to feedback on team projects and goals. This is the forum where I feel my colleagues and I are being heard.” **HANK**



‘ The LMP is a great way to think outside of the box and figure out what we can do to meet people’s needs.’

— **LINDSEY McDANIEL**, psychotherapist, UFCW Local 400 (Mid-Atlantic States)



Putting patients first: Working in partnership has helped therapists adapt and adjust quickly during the pandemic, says Reuben Steele, Behavioral Health operations manager and management co-lead.

THIS IS PARTNERSHIP

WHY PARTNERSHIP?

It's in Kaiser Permanente's DNA. "You are dealing with people, not impersonal problems of finance or electronics," co-founder Henry J. Kaiser said. Kaiser Permanente embraced collaboration from its founding 75 years ago, then doubled down in 1997, starting the Labor Management Partnership. Voices past and present offer different points of view.

'Our partnership is more than a labor relations strategy. It's an operational strategy that provides strength and stability for Kaiser Permanente and our workforce, and better care and service for our members, patients and customers.'

— **DENNIS DABNEY**, senior vice president, National Labor Relations and Office of Labor Management Partnership

'Leadership and management acknowledge we work collaboratively as a team. When we partner together, titles are irrelevant. We are all equally working together to accomplish one common goal. That's the true meaning of the Labor Management Partnership.'

— **JULIA HOWARD**, certified pharmacy technician, UFCW Local 1996, Georgia



‘Partnership pays off for workers, members and patients, and for Kaiser Permanente.’

— **HAL RUDDICK**, executive director, Alliance of Health Care Unions

‘I was here before the Partnership, when we experienced the turbulent times of a 7 1/2-week strike. The creation of the Labor Management Partnership has helped me navigate ways to do better by our patients and improve working relationships.’

— **ANGELA YOUNG**, NICU unit assistant, SEIU-UHW, Northern California

‘The Partnership formed because conditions demanded change. It has endured because it has achieved measurable results. And it continues to flex and grow.’

— **JIM PRUITT**, vice president, Labor Management Partnership and National Labor Relations, The Permanente Federation

‘This is an exciting opportunity for all of us to strengthen our Labor Management Partnership and ensure Kaiser remains a great place to work and a great place to receive high-quality, affordable health care.’

— **STEVEN WARD**, staff director, Coalition of Kaiser Permanente Unions

‘The Labor Management Partnership is the relationship or structure where we all work together to do a better job and keep improving. It’s the way to do work.’

— **BRENT ARNOLD**, MD, Nephrology, Colorado



Timely training: Acting quickly, labor and management organized skills days to help Northern California frontline workers such as storekeeper Vincent Woodard, an SEIU-UHW member, navigate constantly changing work.



LEAP INTO THE FUTURE

Kaiser Permanente's Workforce of the Future initiative supports lifelong learning and offers resources to build skills, strengthen teams and help employees adapt to changes in health care.

Here are 4 ways to LEAP ahead with help from Kaiser Permanente and the Labor Management Partnership.



LEARN

Employees: Build skills for jobs of the future.
Managers: Encourage employees to use available resources.

Discover lifelong learning opportunities by exploring these websites:
Kaiser Permanente Career Planning has information about tuition reimbursement, critical skills and career paths. careerplanning.kp.org
SEIU UHW-West & Joint Employer Education Fund serves SEIU members. seiueducationfund.org
Gen Hubbell Memorial Trust serves all other eligible workers. genhubbell.org



EMPOWER

Employees: Create a plan for the future. Explore paths and talk to a career counselor.
Managers: Build high-performing teams. Work with career counselors to tailor training.

ADAPT

Employees: Improve Kaiser Permanente's care and service.
Managers: Leverage resources to adapt to changing demands.

Connect with National Workforce Planning and Development team and regional committees to help create training programs and advance the workforce. national.wfpd.org



PREPARE

Employees: Keep learning. Sign up for critical skills and share your future.
Managers: Foster career talk and support learning opportunities.

Visit the Labor Management Partnership's website for more tips, tools and information. LMP.kaiserpermanente.org

VINCENT
WOODARD

A QUEST FOR LEARNING

Building skills helps employees adjust to changes

Even during a pandemic, it's important to keep learning.

ARTICLE BY: Alec Rosenberg

WHEN KAISER PERMANENTE storekeeper Vincent Woodard heard about skills days in May at Oakland Medical Center, he signed up.

“You’ve got to keep up with the times,” says Woodard, an SEIU-UHW member who orders and delivers supplies for doctors and nurses. “I’m always wanting to learn more. The more I know, the more I can teach and share.”

Kaiser Permanente encourages lifelong learning. With COVID-19 reshaping health care from the emergence of new roles to increased virtual care, the 2 Labor Management Partnership-supported education trusts are tailoring trainings to help employees adapt by building career resilience and digital skills.

Partnership supports upskilling

Northern California’s Workforce Planning and Development Committee was planning skills days when COVID-19 hit. The committee wanted to proceed. The administration agreed. In 2 weeks, labor and management organized skills days with the SEIU UHW-West & Joint Employer Education Fund.

“It’s a trying time with workflows changing to adapt to COVID-19,” says committee labor co-chair Sonya Allen-Smith, an SEIU-UHW contract specialist. “You have to stay skilled up because the work world is constantly changing.”

More than 80 employees participated in 2 Oakland sessions. Housekeepers, medical assistants and radiology techs met in a large conference room, wearing masks and keeping social distance, learning in person and virtually about communication, leadership and emotional intelligence.

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Woodard, a 7-year Kaiser Permanente employee and longtime youth basketball coach, related to lessons about teamwork, bringing positive energy and managing frustrations.

“I’m definitely going to use this,” Woodard says. “You’re not always going to get your way. You’ve got to know when to walk away. Hold yourself accountable.”

Northern California is looking to expand skills days. Other regions also are exploring virtual skills days.

“This training is good for labor and management,” says Janis Cruz, support services administrator for the East Bay. “It helps develop soft skills to navigate uncertainty and ignite interest in continued learning.”

Building career resilience

To help adjust to changes, Kaiser Permanente and the education trusts offer online [critical skills](#) courses in collaboration, consumer focus, digital fluency and performance improvement.

In May, the Ben Hudnall Memorial Trust launched the [Career Resilience Quest](#), an online course that explores the characteristics of resilience — the ability to adjust to workplace change as it happens.

“We’re experiencing drastic change,” says Ben Hudnall career counseling project manager David Rosenberg. “Developing resilience in general, and career resilience specifically, really helps to respond constructively.”

“Career resilience characteristics are like muscles. We need to exercise those muscles, so they’re strong.”

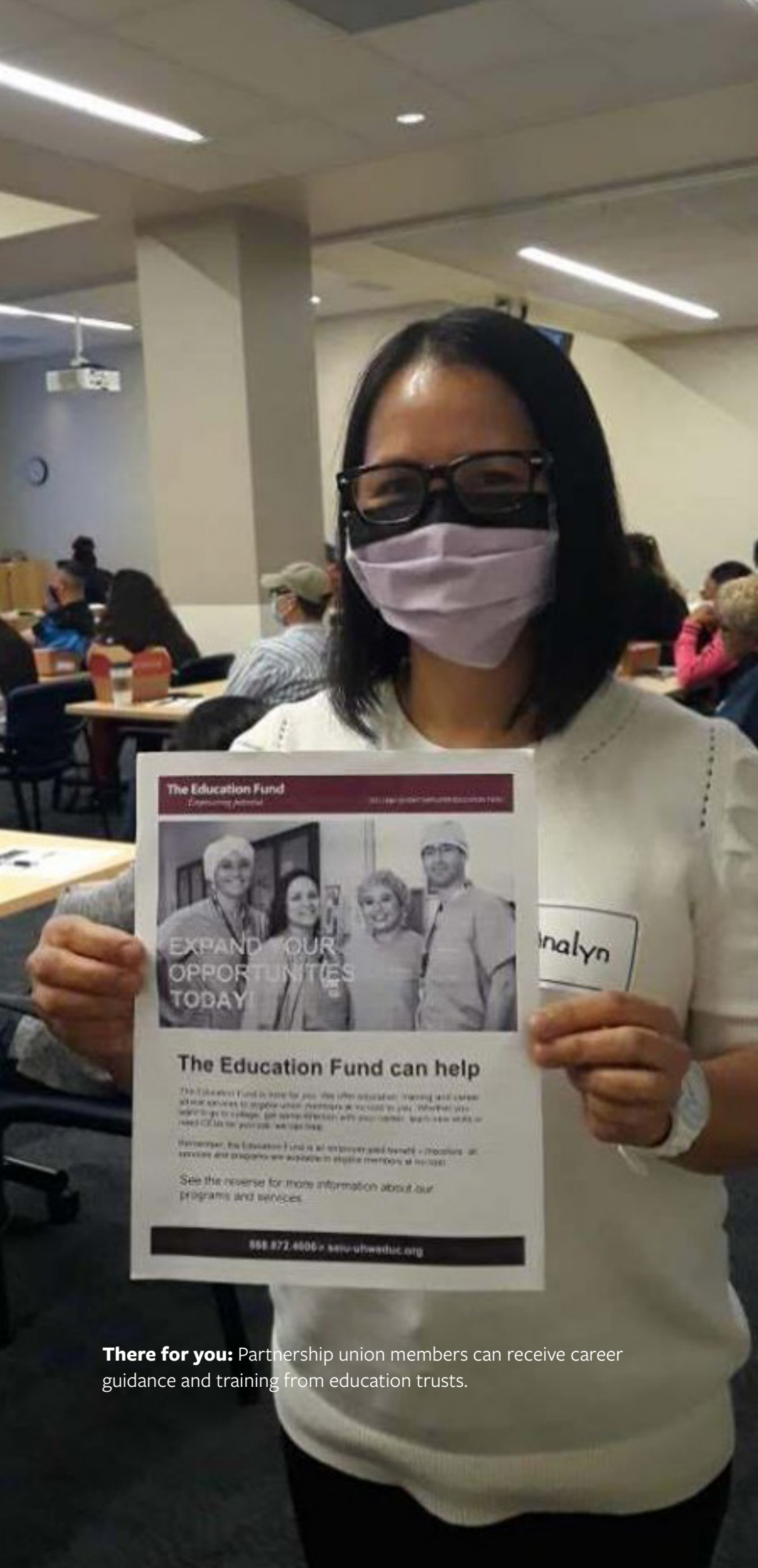
Pharmacy assistant Sergio Romero, a UFCW Local 324 member in Southern California, knows the power of resilience. A few years ago, his mother and roommate died months apart. He reflected on his career, worked with Ben Hudnall career counselor Jan Cummings, completed a certification program and then began the resilience course.

“With this pandemic, there’s a lot of hopelessness,” Romero says. “The resilience quest boosted me back up. It kept me going.” **HANK**



‘You’re not always going to get your way.
You’ve got to know when to walk away.
Hold yourself accountable.’

—VINCENT WOODARD, storekeeper, SEIU-UHW, Northern California



There for you: Partnership union members can receive career guidance and training from education trusts.



TAKE ACTION: USE EDUCATION RESOURCES

Grow your career with these resources.

For all Kaiser Permanente employees:

- + Use [tuition reimbursement](#)
- + Explore [career paths](#)
- + Learn about the [Workforce of the Future](#)
- + Access [KP Learn](#)

For eligible Partnership union members, education trusts offer career counseling, skills enhancement, and degree and training programs:

- + [Ben Hudnall Memorial Trust](#)
- + [SEIU UHW-West & Joint Employer Education Fund](#)

For Californians interested in allied health careers:

- + [Futuro Health](#)



EXPANDING HORIZONS

After 20 years as an Environmental Services worker, **Reggie Williams** was ready for a change. He found an apprenticeship program that catapulted him into a new career.



[Click to watch the video.](#)



JOY IN WORK

The antidote to job burnout

Joy in work might seem like an idea that's superficial or unattainable — especially in a pandemic. But in times like these, it's more important than ever.

Joy in work is about being connected with what you do and why you do it. It's the feeling of success and fulfillment that comes from doing work that matters. It connects us with colleagues and patients through a sense of shared purpose.

CONTINUES ON PAGE 30





HUMANS OF PARTNERSHIP

“ I GO TO WORK EVERY DAY in fear of getting sick and in fear of seeing patients decline. But I care so much to be present for the patients and my co-workers. Seeing patients get better and go home is fulfilling. In times like these, the teamwork I have with every member of the health care team keeps me going. We show up to work to support one another. Not only nurses, but Environmental Services and lift technicians are vital to our unit. The staff and I always find ways to laugh through the stress. We’re all in this together and we will get through it.”

— **JOANNA PANTIG**, registered nurse,
UNAC/UHCP (Southern California)

Joy in work is practical and science-based, according to the Institute for Healthcare Improvement, which has taken the lead in researching the subject. Joy in work produces tangible results: Studies link it to reduced turnover, higher productivity, and improved patient experience, outcomes and safety.

It doesn't turn every workday into a breeze. There still will be fatigue, long hours and tough days.

But cultivating joy in work creates the deep engagement that helps keep stress from turning into burnout — which was a serious issue in U.S. health care even before COVID-19 arrived on the scene.

For everyone's benefit, let's nurture it at Kaiser Permanente.

What brings you joy in work? Use the stories, tips and tools on these pages to explore that question — on your own and with your team. Work together to create joy in work. **HANK**

Learn more at LMPartnership.org/joy-in-work.

Tips for Teams and Team Members

Download and print for tips to find joy in work.

Tips for Teams

JOY IN WORK

Why do you do what you do?
How you answer this question can help you find **joy in work** — the feeling of success and fulfillment that comes from doing work that you know matters.

Here are 6 tips to help you and your team create joy in work:

- 1. Discuss at a team meeting: What's important to you in your daily work? What helps make a good day? What gets in the way of a good day?
- 2. Practice wellness and resiliency as a team. Take a walk, start a meeting with a **1 minute meditation** or try an **Instant Reset**.
- 3. Celebrate each other. Set up a **"shout to go"** process in your team to recognize a co-worker.
- 4. Work on projects important to the team, such as creating the **best place to work** or building a **Free to Speak** culture.
- 5. Use **process improvement tools** to highlight your hard work and measure your success.
- 6. **Share information** about your team's work with unions, management and physician leaders. Sponsorship is crucial to high-performing teams.

Tips for Teams

Tips for Team Members

JOY IN WORK

Why do you do what you do?
How you answer this question can help you find **joy in work** — the feeling of success and fulfillment that comes from doing work that you know matters.

Here are 6 tips to help you build joy in work:

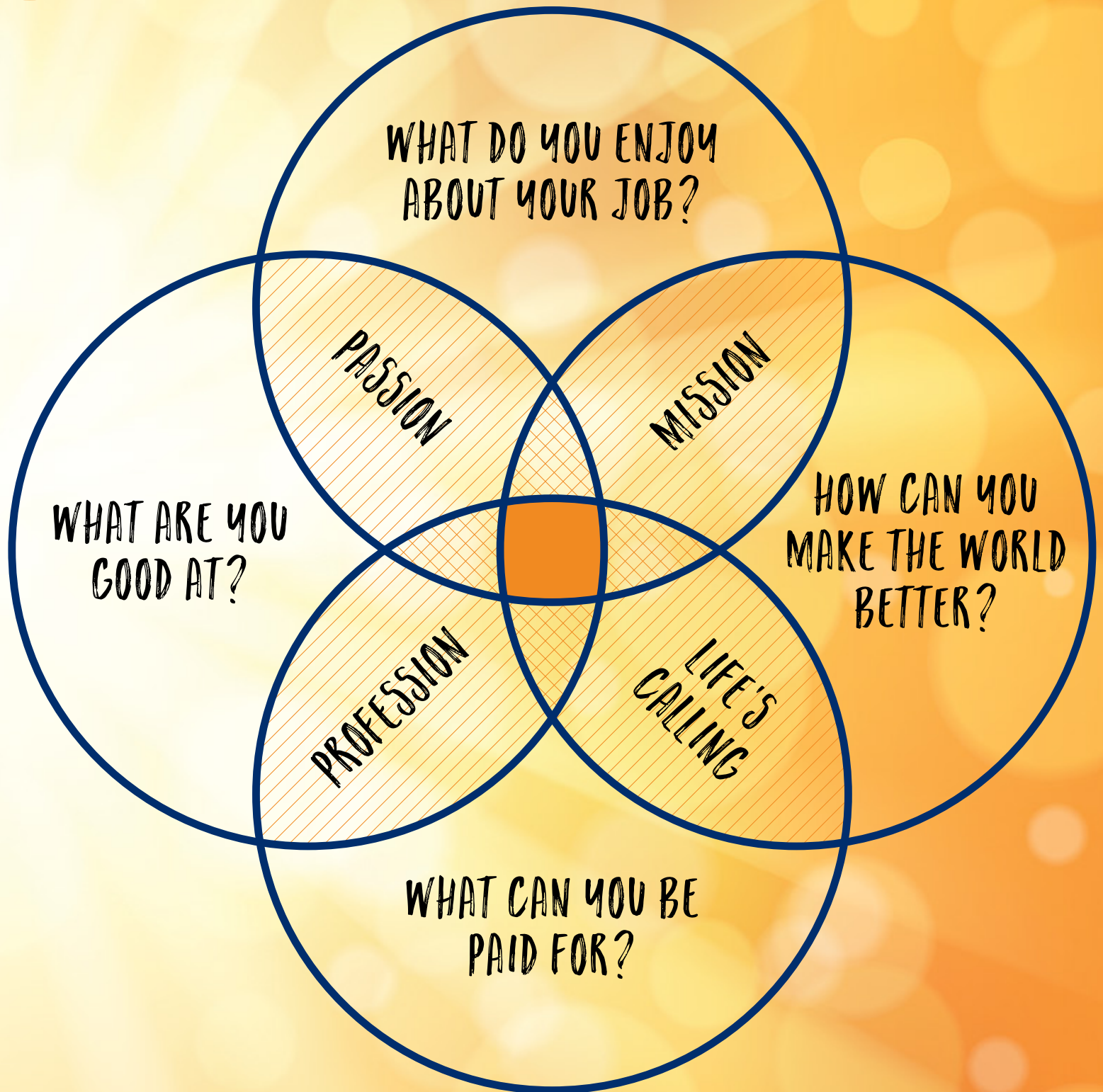
- 1. Start a gratitude journal that focuses on your purpose.
- 2. If you don't normally voice your opinion or participate in meetings, do it! **Free to Speak** isn't just a phrase.
- 3. Smile — smiles are contagious, and they lighten the load.
- 4. Laugh at your slip-ups. It's healthy for you — nobody is perfect.
- 5. Thank someone for an everyday task that makes the world brighter.
- 6. Reflect — take a moment to do something that brings you joy, such as meditating, walking or listening to music.

Tips for Team Members

A Guide to Making Every Moment Count

Use this Venn diagram as a guide to help identify your purpose and build joy in work. Download and print to fill out your own [Venn diagram](#).

YOUR PURPOSE





HUMANS OF PARTNERSHIP

“ I’VE BEEN VERY PROUD of how well the Airport Way Regional Lab has handled this situation, and how all the departments are doing their part. My group is preparing totes for the EMTs to do onsite testing in nursing homes. I feel safe that my health is not jeopardized, and Kaiser Permanente is doing everything it can do to maintain safety. When this first started up, the director walked around and asked if people were feeling good and safe. I do miss seeing my grandkids, going out in society and going to church, but I stay optimistic. This country has been through a lot of tough times, and we will get on the other side of this. ”

— **MARIANNE EVANS**, lab technician assistant, SEIU Local 49 (Northwest)

SuperScrubs



HEROES OF PARTNERSHIP IN THIS TOGETHER



FREE TO SPEAK

LABOR MANAGEMENT PARTNERSHIP



START SMALL. It gets easier with practice.



ASK QUESTIONS. You'll get more comfortable speaking up if you start by asking others to say more about points they've made.



GET ADVANCE SUPPORT. Find someone on your team who shares your point of view. Knowing they stand with you will make it easier for you to speak up in a meeting.



TAKE THREE DEEP BREATHS. Deep breathing relaxes your body and reduces fear.



OFFER SOLUTIONS, NOT JUST PROBLEMS. Your manager and team members will be more receptive if you put in the time and effort to find possible solutions.



Your voice matters. If you are reluctant to say what's on your mind, try these tips.



LMPartnership.org/free-to-speak