2013 MIT Innovations in Health Care Conference

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Labor-Management Partnership

• To achieve performance improvement
• Through employee engagement
• A Case for Change – line of sight
• A Shared Vision: business strategy that aligns with values and mission
• Business Literacy
• Alternative dispute and bargaining resolution
“Kaiser Permanente’s Value Compass succinctly defines the organization’s shared purpose... a recognition of the challenges that every member of the group has the responsibility to meet every day.”

“Building a Collaborative Enterprise”
*Harvard Business Review, July-August 2011*
Frontline Staff Engagement Strategy

• In 2011, did an engagement campaign to assess level of knowledge of UBT projects and accomplishments and changed communication plan as needed.
• Education to all department staff on the UBT process
  – UBT Member Orientation class
• Strong 2-way Communication Plan
  – Monthly UBT Newsletter/talking points
  – UBT Update at staff meetings & huddles
  – Each UBT representative is assigned to 4 department team members
• Projects are consistently initiated by frontline staff using brainstorming, surveys and suggestion box
• All frontline staff participate in Tests of Change
• Each Medicare Patient Diagnosed = $6,500 reimbursement payment to KP
• Total Return on Investment for this project is $1,144,000
Tests of Change
#1: PCM Committee initiated
#2: Conducted HBS In-service
#3: Outpatient (OP) RDs PCM subgroup initiated
#4: PCM KPHC report initiated
#5: OP PCM subgroup process flow drafted
#6: Conducted Ortho doctor In-service
#7: Worked with Adult Services team to develop process for documenting accurate patient weights. Posted PCM posters on floors.
#8: Conducted ED in-service
#9: Trained trainer on PCM in ICU
#10: Home Health in-service to Nursing on PCM