

# PROFESSIONAL Connection

A Word From **Secretary-Treasurer McNutt**

## New Medical Office Building Likely to Set the Bar Within Kaiser Permanente

One of the hallmarks of Kaiser Permanente has always been the company's ability to take a comprehensive, forward thinking approach to health care. We at Local 400 know this intimately through the strong relationships we have forged with you, as well as Kaiser, in reaching our common goals—the very finest in health care services, cost efficiency and convenience for our patient members. Year after year we are excited to work in partnership with KPMAS on the company's new goals and initiatives, but this year may be the year by which we compare all others as we look ahead with great anticipation to the opening of the new Medical Office Building (MOB) in Washington, DC.

As you well know, healthcare services and the value patients receive have been placed under the microscope of late. The need to reform healthcare in the U.S. is something every American and every politician on both sides of the aisle agrees upon. It's how we approach this reform that has caused great division. To its credit, Kaiser Permanente has taken a critical look at itself in an effort to "self reform" and provide the very best healthcare experience possible for its patient members.

Over the years, Local 400-represented Kaiser healthcare professionals have been an integral part of the success of the company. Ideas can be generated, plans can be put in writing, but it is Kaiser's team of health care professionals who execute the initiatives and put a face to the Kaiser name. It is members like you who help make the Kaiser programs successful, and when necessary, offer valuable insight to make further improvements.

This is why I know that the new MOB on Capitol Hill is going to be an overwhelming success for the company as well as a personal success for all of you who will be reporting there for duty. In fact, I believe that the new MOB will actually set the bar for service, value, convenience and experience company-wide and prove yet again that Kaiser and its team of providers are pioneers in health care.

*Continued on page 3*

**Tom McNutt,**  
Secretary-Treasurer



## RESTRUCTURING, NEW PROGRAMS, AND NEW INITIATIVES IN 2010

## Stewards' Seminar Answers Many Questions

The first stewards' seminar of 2010 was warmly received by all in attendance. There was much to discuss with many changes company-wide and here in the mid-Atlantic region. From the restructuring of Kaiser Mid-Atlantic to the new implementation of My HR, the seminar covered a wide array of topics important to our stewards and our union members at all of our Kaiser facilities.

After welcoming remarks from Local 400 Regional Director Russell Wise, the morning began with a report from Judy Brittain, vice president of Health Plan Delivery Systems Operations for KPMA. Brittain's remarks were eagerly awaited by the stewards in light of the dramatic structural changes within KPMA, which were necessitated by what Brittain called "The Perfect Storm." Brittain described The Perfect Storm as the need to recapture local market share, health care reform efforts, the Mid-Atlantic Permanente Medical Group/The Permanente Medical Group merger and the health plan investment in Mid-Atlantic States all coming together.

*Continued on page 2*



## Stewards' Seminar

*Continued from page 1*

Brittain went on to note the strategic imperatives for KPMAS, which include:

- using an integrated delivery system to become the market leader in the nation's Capitol
- creating a delivery system that delivers optimal care and strengthens the Kaiser Permanente position as the model for health care in the country
- demonstrating the power of Kaiser Permanente by delivering health care that is higher in quality, timely and convenient, highly coordinated and more affordable than the fee-for-service system
- cementing KP's reputation as the premier health care provider and employer of choice

Furthermore, she spoke about the internal accomplishments from 2009 such as improving access, internalizing service, leveraging technology and improving service to members, as well as the positive results from the People Pulse survey. The survey results showed an increase on 33 items over 2008's results and an increase, some in the double-digits, on all items over 2007's results. Kaiser also received many external accolades from the likes of U.S. News & World Report and J.D. Power and Associates, among others.

Brittain highlighted the goals for 2010, which include developing and implementing service line plans, building on the work of 2009, building relationships across services and medical centers, developing the continuum of care from urgent to emergent, opening the Capitol Hill MOB and optimizing ambulatory surgery centers.

In closing, she spoke about the newly hired directors and the process by which the jobs are being filled, noting that it has been a completely collaborative effort between labor and management. In fact, she said that for the most part, labor and management have been in complete agreement on the candidates during this arduous interview process. Although some positions still remain vacant, Brittain made it very clear that they have no intention of rushing through the process just to fill the positions. Both labor and management intend to take the time that is necessary to find the right person for each directorship.

A particularly heartwarming presentation was delivered by John Grandner who presented a video from the first-ever receptionists' event held in September of 2009 at the National Labor College. He noted that about 150 guests of honor were in attendance. The event featured breakout sessions on such topics as dressing for success, career planning, and financial planning, as well as a keynote address by Nancy Friedman, otherwise known as the "Telephone Doctor," on improving customer service. A special poem was written for the attendees by performance artist Komplex, which quite literally brought the room to tears. The images from the event showed the attendees relaxed, laughing and truly enjoying themselves which further proved Grandner's description of the event as special and meaningful.

Grandner also provided an overview of the regional service committee and the challenges the committee has faced with all of the changes underway with the restructuring of KPMAS. He commented on the CARE training pilot program underway in Springfield, Largo and Towson and noted that he has been charged with training in the CARE model at the soon-to-be Capitol Hill MOB.

In addition to caring for our member patients, Kaiser Permanente is very focused on the well being of our medical professionals. To that end, Jeannine White, RN, integrated disability counselor, and Keith Murvin, CCP Kaiser Mid-Atlantic, discussed healthy workforce, Integrated Disability Management (IDM) and workplace safety. White asked the stewards to spread the word about IDM, which is a voluntary program that helps employees manage lost time, get back to work or stay at work after an injury or illness. She describes the program as a temporary program for a temporary condition.

In regards to Healthy Workforce, Murvin encouraged the stewards to get involved in and spread the word about such innovative programs as the 10,000 Steps program, which encourages participants to walk at least 10,000 steps a day; the Total Health Assessment, a health questionnaire that evaluates health behaviors and disease risk while providing personalized advice on behavior improvements; Personal Health Coaching; Thrive Across America, an eight-week physical activity program; and Overcoming Depression Campaign. He noted that other programs and initiatives would be coming this spring, including the kick off of Thrive Across America this April.

The afternoon session began with a presentation by David Hendrix, Project Manager, who helped the stewards better understand the new MY HR programs. MY HR is a program that will give employees 24-hour access to their HR information, such as benefits and payroll; allow them to process HR forms on line; and even allow employees to update their personal information. Hendrix commented that in many ways, MY HR is a lot like online banking. He added that it is a big move toward "going green," eliminating a significant amount of paperwork while also speeding up the process by which forms are being processed. Unlike the traditional paper forms that traveled from one manager's desk to another, MY HR makes it possible to process forms with the click of a button.

The Mid-Atlantic States region is slated to go live on MY HR on March 29th. In the weeks leading up to the program's launch, Hendrix noted that HR has been spreading the word via monthly manager messages, monthly employee messages, Inside KP, town halls and brown bag demonstrations, and through posters, brochures and giveaways.

Another important component to Kaiser's 2010 MAS People Systems Implementation is the new career website. The site will allow employees to view all job postings across the region as well as apply online for a job. In closing, Hendrix encouraged everyone, employees and managers alike, to also utilize the Total Performance Management (TPM) online goal setting tool as part of their use of MY HR in order to set their performance goals and behavioral expectations.

Nadean Cacho, Director of Performance Improvement for LMP Programs, offered an overview of the results of last year's Regional Attendance Program and Rewards 4 Results program. While she noted that seven teams improved their attendance numbers, Cacho also indicated that there were some factors that

worked against attendance improvement and that 2010's numbers will paint a more accurate picture because attendance will be tracked through Kronos and HR. She added that a new regional attendance council is now in place and that among other things, the council will have to make the tough decision of deciding what to do about centers who are already doing well, who perhaps do not need to improve in all areas of the program.

In regards to Rewards 4 Results, Cacho told the attendees

each of the four areas will be weighed by the same percentages in 2010 as they were in 2009. That is, attendance will count for 35%, service will count for 25%, UBTs will count for 25% and workplace safety will count for 15%. What will be new this year is that the payout will be split by service area so that if the MOB misses the targets but a service area meets the targets, the employees of that service area will still receive their payout. Additionally, if both the MOB and the service area meet their targets, both will get payouts. Cacho added that a few other things new for 2010 are that the data on service will be a combination of the Meteor questions, the results of the member-patient satisfaction survey and

that the UBT data collection will likely be different from the previous year due to the structural realignment within KPMA.

The seminar closed with a report from Jan Nelson-Drake, Au.D, and Audrey King, Union Capacity Representative, regarding UBTs and the three-week training session the two attended in California.

This seminar proved to be a very important one for all in attendance who will be charged with disseminating a great deal of information to their teams. The restructuring of Kaiser Mid-Atlantic, along with creative new programs and aggressive company-wide goals, is certain to make 2010 an interesting one for all of our health care professionals.

***From the restructuring of Kaiser Mid-Atlantic to the new implementation of My HR, the seminar covered a wide array of topics important to our stewards and our union members at all of our Kaiser facilities.***

## **New Medical Office Building**

*Continued from page 1*

Not only will the MOB be state-of-the art and aesthetically beautiful, it has been carefully thought out to address the needs of patients today and well into the future. It will take into consideration patients' need for efficiency while still offering a relaxing, peaceful environment in which patients will receive care and medical professionals will be able to serve.

Design and construction of the building started in the beginning of 2009 and in January of this year, the transition planning was underway. I know many of our Local 400-represented members have been tapped to be part of the transition team for the MOB. I also know that being part of the transition team is challenging. It is a lot like swimming in uncharted waters as this MOB is the first of its kind here in the mid-Atlantic region. (Other MOB's in Tyson's Corner, VA, and Gaithersburg, MD, are on the books, though, and even more are expected to fol-

low.) However, there is simply no group better equipped to bring it up and running than you, Kaiser's front line of health-care professionals.

Once open, the 213,000-square-foot-MOB will be a 91-provider primary and specialty care facility that will offer everything from hematology, oncology, cardiology and gastroenterology to a blood bank, nuclear medicine and nephrology/peritoneal dialysis and much more. It truly will be a "center for total health."

I am excited that Local 400 members will be in on the ground floor of this innovation in health care services. Not only will all of Kaiser Permanente be tracking the success of the Capitol Hill MOB, I believe health care providers across the board will be watching as our groundbreaking approach to health care unfurls.



## A Message from Kathleen Schmidt, KP/LMP contract specialist

We have all been in the midst of upheaval and change in the last year. Many good things have occurred, but not without some pain and loss. Change is always difficult. It is how we deal with change that defines us.

This year promises to be full of exciting changes. As the restructure continues to unfurl and numerous new objectives are brought forth, we will be asked, again and again, to demonstrate flexibility, competency and partnership.

Unit Based Teams (UBTs) will be reconfiguring to reflect the departmental-based structure. Changes in Urgent Care and Ambulatory Surgery are coming in an effort to offer our members better access and service. The new Capitol Hill MOB is well underway with several others to follow in its blueprint. These "showplace hubs" will house extended services to our members in a convenient "one-stop health care experience" venue.

Regional and UBT-based attendance groups have begun the work on improving our attendance and moving us closer to meeting our 2010 R for R goals. We are focusing on having a Healthy Workforce, utilizing several interesting methods you will soon hear more about. Huge changes in Human Resources are in the works.

There seem to be almost daily upgrades to Health Connect to help us work smarter and more efficiently to improve our services to our members. During all of this, new tasks and competencies will be added to our jobs. We will be called upon to work to the fullest scope of our licensure. We will be asked to stretch and grow in our practice.

All of these endeavors are designed to make KPMAS the best place to receive competent, state-of-the-art medical care at an affordable price.

This is also a "Bargaining Year." Our current contract with KP expires in October. Your union collective bargaining representatives will be traveling to California several times in the coming months to hammer out the details of the contract that will guide us as a National Organization. Once the national agreement is completed, we will then work on local bargaining. We have, via a mailed survey, sought and received your input on what is important to you and where you want our focus to be. Rest assured, we will take our direction from these responses in how we prepare for negotiations.

We will keep you well informed regarding our progress via your shop stewards and various other sources. During this time we will continue to care for the most important people in the world, our members.

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