



Workplace Safety Initiative Labor Management Partnership

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Today's Agenda

Labor Management Partnership (LMP):

- History
- Goals
- Structure
- Priorities

LMP Workplace Safety:

- Structure
- Data Collection
- Development over time
- Intervention programs
- Success highlights
- Barriers
- Case study



LMP History

History of Labor Management Partnership:

- 1996: Partnership talks began between KP and the Coalition of Kaiser Permanente Unions.**
- 1997: National Partnership Agreement signed by KP and Union Coalition.**
- 1999: Employment Security Agreement signed, ensuring no Union members will lose their jobs as a result of KP operations improvements they make.**
- 2000: National Agreement (Union contract) signed.**
- 2002: LMP Workplace Safety and other Partnership initiatives launched.**

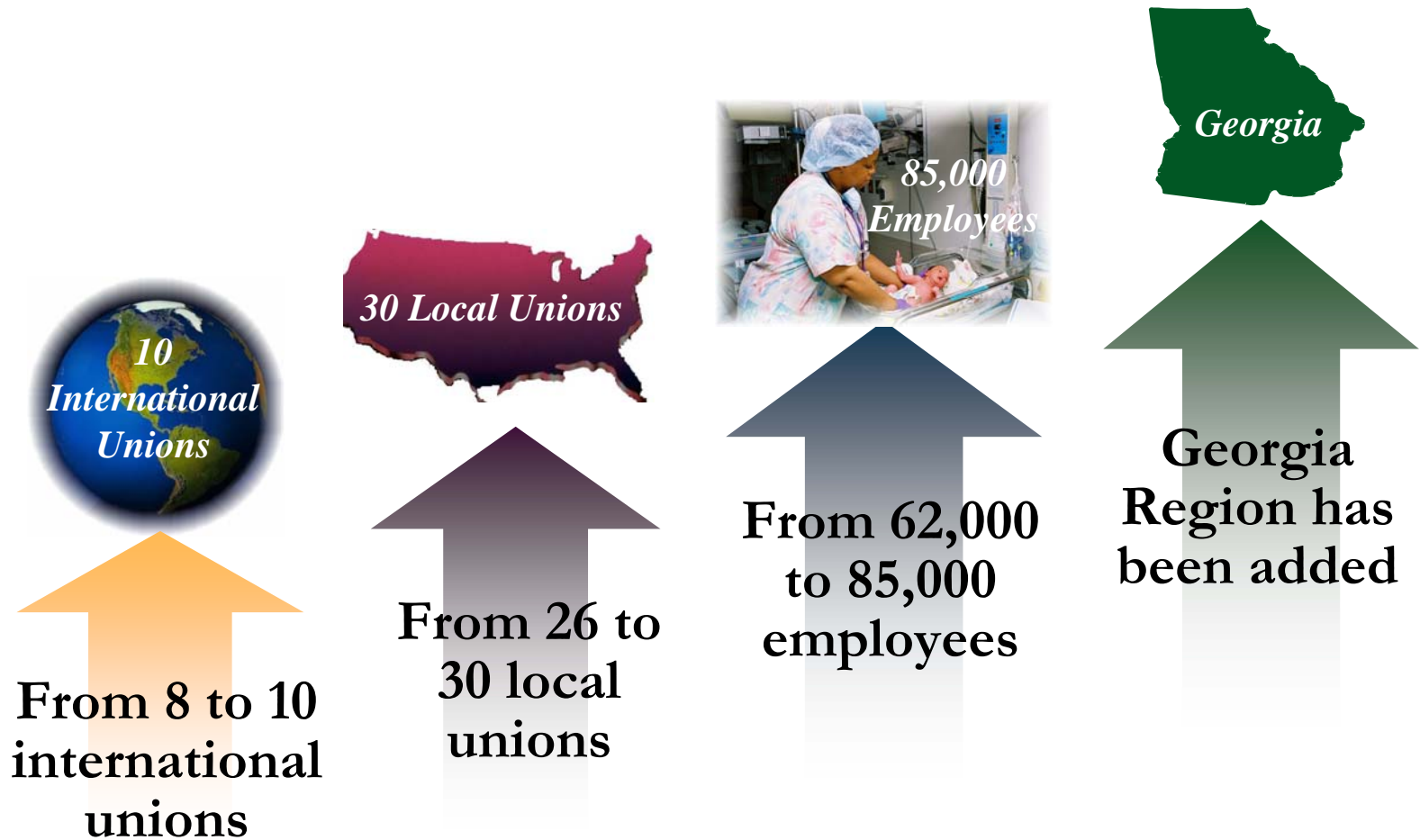
LMP Goals

- Improve **quality of health care** for KP members and the communities we serve.
- Assist KP in achieving and maintaining **market-leading competitive performance**.
- **Expand KP's membership** in current and new markets, including designation as a provider of choice for all labor organizations in areas we serve.
- Make KP a **better place to work**.
- Provide KP employees with maximum possible **employment and income security** within KP and/or the health care field.
- Involve KP employees and their unions in **decision-making**.
- Consult on **public policy issues**, jointly advocate when appropriate.

LMP Structure

- **National LMP teams – Develop strategies & tools**
- **Regional LMP teams – Oversee implementation & allocate resources**
- **Local and departmental LMP teams – Conduct assessments, use tools, implement interventions**
- **Funded half by Kaiser Permanente, half by Union Coalition – LMP Trust**

Partnership Growth Since 1997



LMP Priorities 2004

- **Workplace Safety:** Focus on work places with high injury rates.
- **Attendance:** Focus on work places with high absenteeism rates.
- **Cost Structure Improvement:** Continue Regional work.
- **Workforce Planning/KP HealthConnect** and related systems: Continue design, development, and implementation.
- **Partnership Readiness:** Identify and prioritize work places where relationships among managers, supervisors, stewards and employees are adversarial and require Partnership solutions.



Workplace Safety

- Encourages front-line employees and supervisors to **work together** effectively in Partnership.
- Together, they identify and **eliminate safety hazards**, ultimately eliminating workplace injuries.



Workplace Safety

Structure:

- **WPS Executive Committee (national)**
- **WPS Leadership Team (national)**
- **Regional LMP WPS Teams**
(subcommittees of LMP Councils)
- **Service Area WPS Teams**
- **Facility WPS Teams**
- **Department/Work Group LMP Teams**

Work plans developed at department level; combined at facility level; approved at Regional level by WPS Teams.

Workplace Safety

Data Collection:

1. **A common definition of injury rate was determined for all regions of Kaiser Permanente.**
(# workers' compensation claims opened per 100 full-time-equivalent staff)
2. **High injury rate departments were identified and targeted for injury reduction interventions.**
3. **Quarterly reports are generated to track injury reduction results.**

Workplace Safety

Development Over Time:

Initial stage: Develop injury intervention programs

- WPS Leadership Team developed training curricula (Lift Team guidelines, Systems of Safety, Jump Start Guide).
- Trained trainers nationwide to lead groups using these methods.
- Partnership and Regions allocated funding.
- WPS Leadership Team targeted high-injury departments [half of KP injuries occur in 30 high-risk departments; half occur throughout 700 other departments].

Workplace Safety

Intervention Programs:

- **Systems of Safety (SOS):** An LMP safety program for work groups with high injury rates, SOS promotes Interest-Based Problem Solving and other Partnership tools to help employees and supervisors eliminate safety hazards.
- **REACH for SOS:** Rapid Engagement and Achievement (REACH) for Systems of Safety (SOS) is a rapid-cycle injury reduction program that helps engage high-risk work groups in reducing on-the-job injuries. REACH is designed as a precursor program to SOS for work groups just beginning to work in the Partnership.

Workplace Safety

Intervention Programs:

- **Jump Start Guide:** The Jump Start Guide program is a self-help injury-prevention method, designed to help employees and supervisors in low-injury-rate departments eliminate safety hazards in just a few weeks.
- **Lift Teams:** A Lift Team is a pair of specially trained technicians who assist patient care services staff to safely transfer patients and prevent staff injuries. A Lift Team manual helps teams get started and operate effectively.
- **Other Workplace Safety Interventions:** Ergonomic evaluations, training, and other ongoing injury prevention programs as determined by local partners.

Workplace Safety

Partnership Success:

Where Partnership teams are in place and provided with the right resources, frontline union members and supervisors are delivering unprecedented improvements:

- Employee injury reductions of more than 20%
- Improved employee morale and attendance
- Improved services to health plan members
- Operating cost reductions
- A growing sense of pride and ownership in our jobs

Workplace Safety

WPS Success Highlights

- **Lift Teams:** Northern California adult inpatient acute care: 37% fewer injuries than 2001 baseline. An inpatient facility in Northwest Region: 62% fewer injuries.
- **N. California:** Reduction in indemnity claims
- **S. California:** Region-wide injury-rate reduction



Workplace Safety

Barriers:

- **Need to integrate LMP WPS projects and approaches into KP operations and line management.**
- **Need to strengthen high-level sponsorship/leadership.**
- **Need to institute comprehensive safety programs – not just stand-alone interventions.**
- **Need to engage employees.**

Workplace Safety

Case Study:

Livermore Regional Distribution Center

- 750 employees, serving more than 3 million N CA KP members.
- Injuries declined by 23% overall; indemnity rates by 41%.
- In human terms: 20 fewer people were injured on the job last year.
- Team established strong foundation in Consensus Decision-Making and Interest-Based Problem Solving throughout the facility in 2002; launched concerted workplace safety effort in October 2002 using Systems of Safety (SOS).
- Based on employees' suggestions, teams changed work procedures; purchased new equipment, such as automated lifting jacks; and arranged for every employee to have a one-on-one consultation with an ergonomic specialist.

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The Power of Partnership