Plenary: The Kaiser Permanente Model

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Labor Management Partnership:
A strategy for excelling in difficult times

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Kaiser Permanente: Who we are

- 9+ million members through 125,000 employers
- Serving 9 states and District of Columbia
- 37 hospitals
- 611 medical offices
- 173,000 employees
- 16,000+ Permanente physicians
- $50.1 billion operating revenue
- Community benefit programs: $1.8 billion/year
Our Labor Management Partnership

Our business strategy to:

• Improve performance
• Deliver high quality care and service
• Involve the union and individual workers in decisions
• Make Kaiser Permanente the best place to get care and best place to work
A leader in quality and service

**J.D. Power and Associates**
- Highest in 2012 Member Satisfaction in Health Plans
- California, Colorado, Northwest, Mid-Atlantic: Market Leaders in Consumer Satisfaction

**Medicare Quality Rankings**
- Medicare 5 Stars in California, Northwest, Hawaii, Colorado, Mid-Atlantic, Ohio
- 4.5 Stars in Georgia

**Top Hospitals in Nation:**
16 of 53 are KP
Over 15 years, we developed without a roadmap partnership as operating strategy, full integration at every level of unions and employer. Full frontline engagement, campaigns, projects, labor peace. No partnership, traditional labor relations.
The Theory

UBTs

Greater Workforce Effectiveness

Higher Inpatient & Outpatient Satisfaction

Improved Quality

Fewer Workplace Injuries

Better Attendance

Decreased Cost

Improved Affordability
Recognition for our partnership


“Changing Together” Modern Healthcare, Sept., 2011

Case study, School of Industrial and Labor Relations, 2012

Federal Mediation and Conciliation Service, Presentation, December 2012

United Nations’ International Labor Organization, Presentation, November 2009
“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”