



The Health Care Industry Council - LERA Conference San Francisco, CA January 5, 2009

Kaiser Permanente – Healthy Workforce
A Labor-Management Partnership Initiative

Tammy Jones, Vice President, Healthy Workforce, National HR

Kaiser Permanente Overview

- Integrated Health Care Delivery System
 - Prepaid Care
 - Focus on Preventive Care
 - Not-for-Profit Status
 - Workforce of approximately 178,000
- Serve over 8.5 million members in 8 regions of the United States
 - California – Northern
 - California – Southern
 - Colorado
 - Georgia
 - Hawaii
 - Mid-Atlantic States
 - Northwest
 - Ohio
- National Labor Management Partnership (LMP)
 - 1997 LMP Agreement-Coalition of KP Unions and KP
 - 2000 LMP 5-year agreement covering 33 bargaining units
 - 2005 LMP 5-year agreement covering 44 bargaining units

KP's mission is to provide high-quality, affordable care to improve the health of our members and the communities we serve



Best Quality

- Our Model – unrivaled quality of care
- Patients are involved in managing wellness instead of only treating illness

Most Affordable

- Grow KP Membership by making it affordable, easy, and convenient
- Provide quality at an affordable price

Best Service

- Set the standard
- Improve health of members / communities we serve

Best Place to Work

- Collaboration, inclusion, trust
- Each person engages his / her full range of skills, experience and abilities to continually improve service, care, and performance

Healthy Workforce Overview

What was the genesis of the term Healthy Workforce?

- The term evolved from the work started by the Work-Life Balance Bargaining Task Group from 2005 National Bargaining

What is Healthy Workforce?

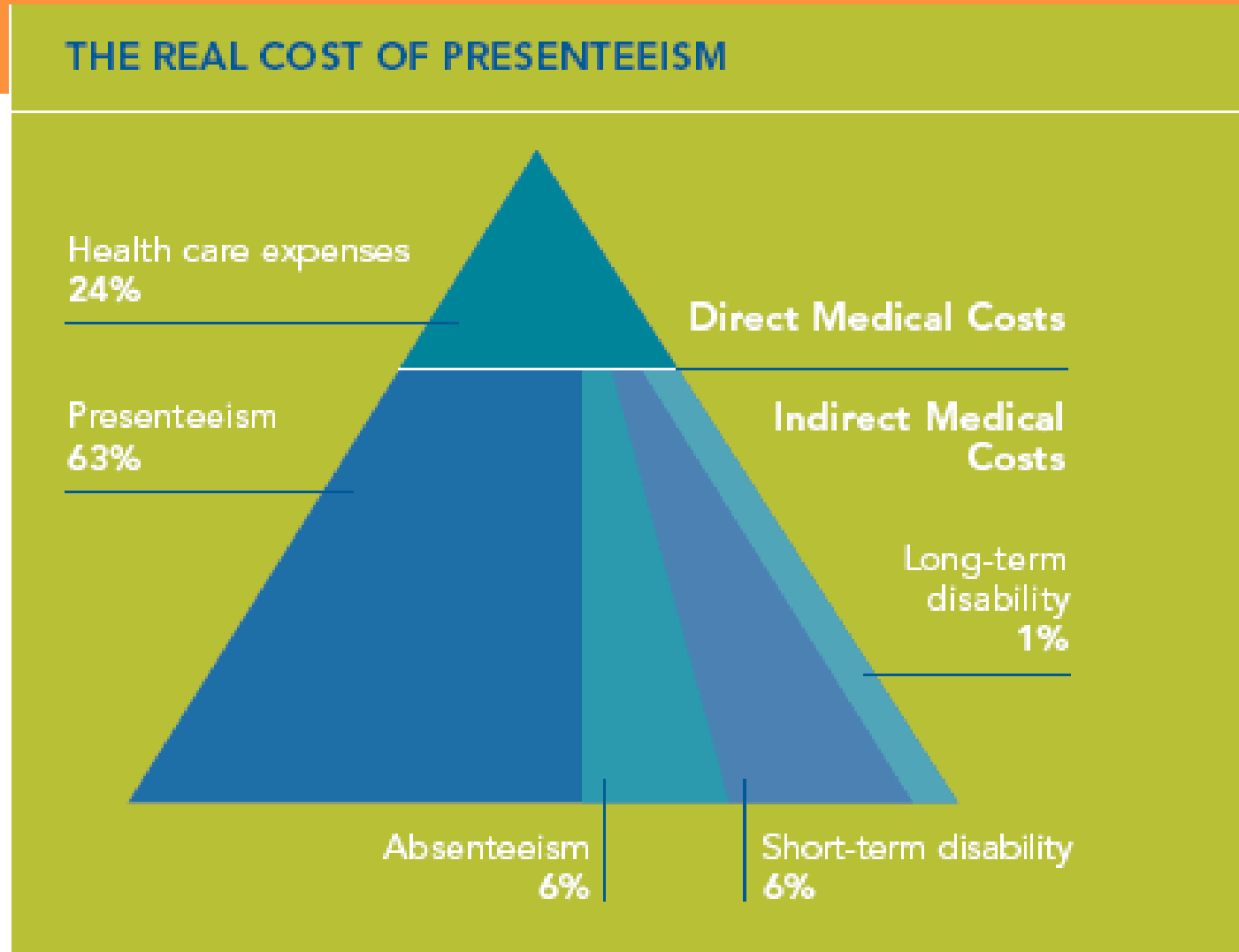
- National Human Resources Functional Center of Excellence
- People Strategy Workstream
- Labor Management Program (LMP) Program

Kaiser Permanente Healthy Workforce Overview

- **Why was Healthy Workforce launched in early 2008?**
 - The Right Thing To Do – Win/Win/Win
 - Best Place to Work – Value Compass
 - Commitment to LMP strategy through engagement of front-line staff
 - National Agreement Work Life Balance Commitments
 - Model Employer Group for Customers/Purchasers (Employer Groups)
- **Create, organize and implement a Program-wide strategy to integrate:**
 - Employee Wellness Programs
 - Employee Health Care Management Programs
 - Employee Assistance Programs

to demonstrate KP's commitment to promote services, programs and a culture that represent a cohesive approach to achieving a healthy workforce

Research Reflects Health Care Expenses Represent About One Quarter of Total Medical Costs



Healthy Workforce

Joint Sponsorship & Leadership

- **Sponsors:**
 - John August, Executive Director, Coalition of KP Unions
 - Martin Gilbert, MD, Associate Executive Director, Permanente Federation
 - Barbara A. Grimm, VP, Operations and Performance Improvement, Office of LMP, Kaiser Permanente
 - Paul Records, Chief HR Office & SVP, Kaiser Permanente
- **Leaders:**
 - Eric France, MD, Chief of Preventive Medicine, Colorado Region, Permanente Federation
 - Tammy Jones, VP, Healthy Workforce, Kaiser Permanente
 - Margaret Peisert, Assistant Director, Coalition of KP Unions

National Healthy Workforce Aspiration

Our goal is to support and inspire ourselves and each other to be our best in mind, body and spirit. Because when we thrive, so do our members, our communities, and our organization



Healthy Workforce Aspiration Statement

Key Concepts

Healthy, committed and engaged employees:

- Bring the highest level of energy, knowledge, and compassion to all we do
- Support and empower our members and our communities to improve and maximize their total health
- Build a strong, vibrant health care system that is a best place to work and a model for our country and our world

Purpose of Healthy Workforce Inter-Regional Work Group

- Collaboratively develop National HWF Goals
- Work together to create a more common Healthy Workforce environment for all the people of KP
- Align and leverage national & regional resources
- Serve as change agents/champions/role models for creating a culture of health and wellness
- Assure buy-in through engagement
- Measure success of HWF goals overtime

Healthy Workforce Inter-Regional Work Group Members

Representation from:

- **Every Region**
 - Human Resources
 - Health Education/Prevention
- **Coalition of KP Unions**
- **Affiliated National Departments**
- **Permanente Federation**

Criteria used for Determining Collaborative Goals

Identify/Prioritize/Select Goals based on:

- Demonstrated successful practices (WELCOA, HERO)
- Common areas of need & opportunity
- Positive impact for people of KP
- Opportunity for transference of successful practices
- Opportunity to leverage existing resources
- Opportunity to leverage internal expertise
- Data sources support selection process
- Ability to measure results overtime
- Integrated into Structure of Unit Based Teams

Healthy Workforce Inter-Regional Work Group (HWF IRWG) Collaborative Goals for 2008/2009

1. Total Health Assessment (THA)

Promote participation in the THA by all employees/physicians to actively engage them in improving their health and to establish a baseline needs assessment. This will include developing a communications plan with a toolkit, addressing resistance due to confidentiality/privacy concerns, lack of computer access, developing incentives for THA participation, and setting targets for participation levels.

2. Core Set of HWF Programs

Identify, evaluate, plan and implement a consistent set of programs for physical and behavioral health to be offered to employees/physicians across the entire organization. Programs will be identified from internal and external successful practices with demonstrated results.

Healthy Workforce Inter-Regional Work Group (HWF IRWG) Collaborative Goals for 2008/2009 (cont)

3. Leadership Engagement

Engage leaders of all entities (Health Plan/Hospitals, Permanente, Coalition/Labor, Unit Based Team Leads) at all levels of the organization in creating a culture of health and wellness. Prepare leaders to serve as champions and change agents by providing HWF education and communications support. Align with and garner support from the LMP Change Management/Organizational Effectiveness Team.

4. HWF Communications

Effectively align the Healthy Workforce Communications and Graphic Treatment Strategy with the KP and LMP Brand Strategies. Develop common terminology as well as a consistent look and feel for HWF communications. Measure the impact on the culture overtime.

Healthy Workforce Inter-Regional Work Group (HWF IRWG) Collaborative Goals for 2008/2009 (cont)

5. Measurement

Develop consistent standardized process and outcome measures and assure systems are in place to capture data to determine the impact and effectiveness of HWF goals. Align with the overall KP/LMP dashboard.

6. HWF Infrastructure (foundational elements necessary for achievement of HWF goals):

- Articulation of the business case and strategy.
- Clarification of primary accountability at the regional level.
- Allocation of sufficient resources to accomplish the work.
- Alignment of HWF strategies/initiatives with other related areas.
- Clarify engagement and application for all areas of the organization.

Creating a Comprehensive Health Promotion Program

- Health Education
- Integration into organizational structure (Unit Based Teams)
- Employee Support Services
- Targeted Intervention Programs
- Health Screenings
- Supportive Workplace Environment

HealthMedia Total Health Assessment (THA) Succeed Program (copyright/trademarked)

- Health Behaviors On-Line Questionnaire (takes about 20 minutes to complete)
- Increases user's awareness and involvement in his/her health
- Provides tailored action plan for top health risks
- Directs user to resources and tools
- Provides on-going follow-up e-mails to keep user on track
- Provides important benchmark data on health risk factors of KP's workforce to guide program planning

The Value Proposition: Investing in a Healthy Workforce

- Median Return on Investment for Health & Wellness Programs: \$3.50 for every \$1 invested
- Timeline for ROI and Measureable Improvements in Health Risks: 3 to 5 year time horizon
- Reduced Health Care Risks: Decrease in direct and indirect health care costs

KP Areas of Expertise Integration Opportunities

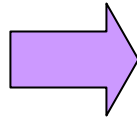
**Permanente
Medical Groups**

Marketing/Sales

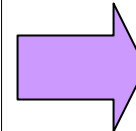
**Brand Strategy,
Communications
and Public
Relations**

**Community
Benefit**

**National Facility
Services**



- Primary Care Physician
- Manager
- HR
- Recruitment
- Benefits
- Employee Wellness
- Integrated Disability Management
- EAP
- Employee Care Management
- HRSM
- WC
- WPS
- LMP/Labor
- Health Education
- Employee Health
- Occupational Medicine
- Diversity



Healthy,
committed and
engaged
employees



My Personal Journey to a Healthier Lifestyle

Why was I drawn to this work?



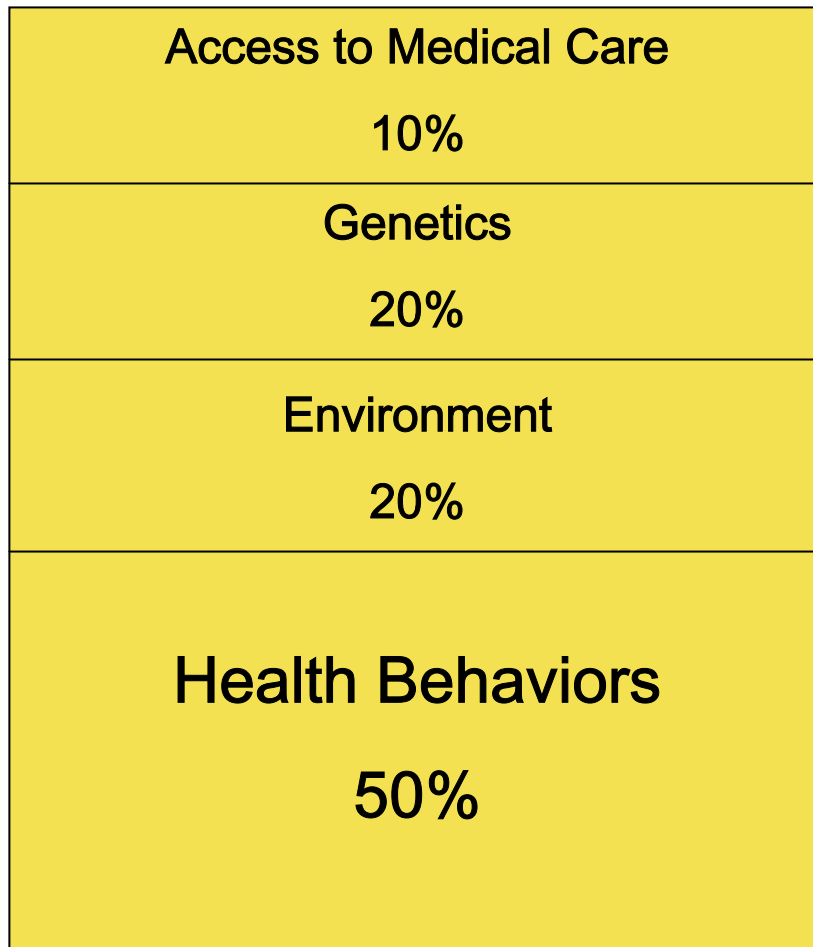
Health and Behavior

How many U.S. citizens

- Don't smoke AND
- Are not overweight AND
- Exercise on most days AND
- Eat five fruits and vegetables a day?

3% - 7%

Health and Behavior



**Contributors
to Overall
Health
Status**

(CDC, 2000)

People Know

WHAT to Change...

They Don't Know

HOW to Change!

Health and Behavior

The “How”: S.M.A.R.T. Skills

Set a goal (goal setting)

Monitor your progress (self-monitoring)

Arrange your world (environmental control)

Recruit a support team (social support)

Treat yourself (reinforcement/reward)

Pruitt and Klapow (2004)

Best Wishes for a Healthy, Happy 2009!

Small Steps Can Lead to Big
Changes in Your Overall
Health & Well Being.

What step will you take today?

Contact Information

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