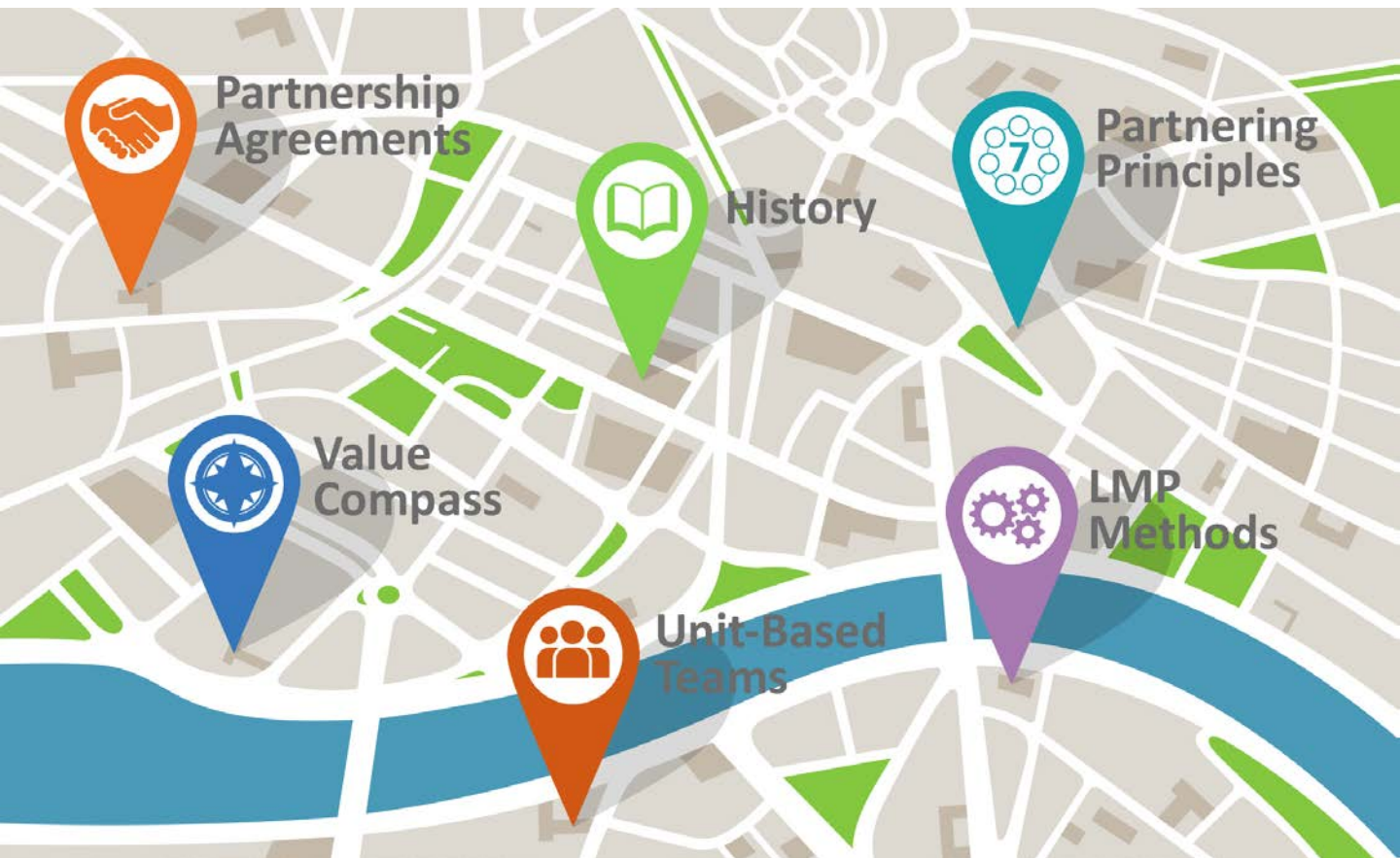


Your Roadmap to the LMP

Use the LMP Learning Roadmap as your guide to tools and content you can use to empower your Labor Management Partnership (LMP) experience.

Get Started



What is Partnership?

The Labor Management Partnership is an operational strategy shared by Kaiser Permanente and the Partnership unions. You can review the [aims of this joint commitment here](#).

Explore this brief tour to get an overview of LMP history and key resources available to help you partner.

Get Started



Partnership Agreements

What are Partnership Agreements?



History

LMP history video (Our History in Pictures), (LMP.org).
Follow-up with +20-year employee activity.



Value Compass

Learn about the Value Compass and how it guides unit-based teams (UBTs) in providing quality care and service to members.



Unit-Based Teams

Learn about UBTs.



LMP Methods

Learn about IPBS and CDM classes (LMP.org and KP Learn).



Principles

Review the 7 Partnership Principles activity and much more.

Partnership Agreements

Partnership Agreements and Local Contracts

National and Local Contract Agreements

Learn about your local union contract and National Agreements. Observe the differences and the benefits covered within each equally important contract.

Standing Agreements

The Labor Management Partnership is governed by a series of agreements between Kaiser Permanente and its partnership unions. The 1997 Partnership Agreement established its founding goals and principles; it is the foundational document for the partnership between KP and the unions.



History

Partnership Beginnings and Turning Points

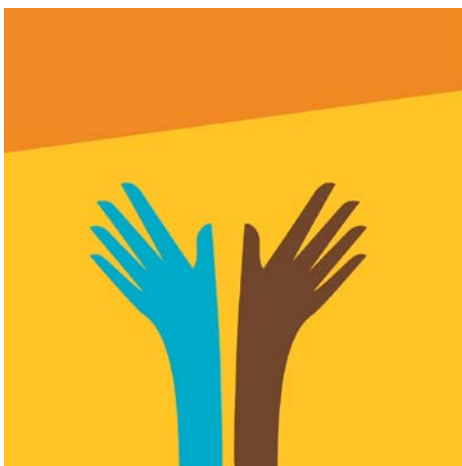
Explore the eras and events that have shaped Kaiser Permanente and the Labor Management Partnership.



[How Our Partnership Came to be](#)

(Video, 10 min.)

Discover the origin and impactful legacy of the partnership.



[Partnership in 99 seconds](#)

(Video, 2 min.)

This video provides a quick summary of the evolution of LMP.

History



“There are businesses out there that are taking the high road, and enlist their employees as partners in their shared future.”

- President Obama praises the LMP, 2015

History

Explore Kaiser Permanente's and LMP's Historic Milestones

Review each of the eras in Kaiser Permanente's history. The eras featured in the Labor Management Partnership Orientation (LMPO) Training as the LMPO History Walk exercise.

ERA OF EXPANSION
1950-1980

TURBULENT TIMES
1980-1995

COMMITMENT TO PARTNERSHIP
1995-2000

GIANT STEPS
2000-2011

FUTURE FORWARD
2012-PRESENT

History

ERA OF EXPANSION 1950-1980

- For 30 years, the Kaiser Permanente Health Plan and hospitals experienced phenomenal growth. Membership increased from 153,000 people to 3.9 million people.
- Henry Kaiser defended Dr. Sidney Garfield's prepaid health plan from attacks by the medical establishment.
- Throughout the 1950s, more and more unions brought workers and their families to the Kaiser Permanente plan. Almost 15,000 members of the Retail Clerks Union in Los Angeles joined in 1951.
- Facilities grew from eight hospitals and clinics in 2 states to more than 125 hospitals in 12 states.



History

Turbulent Times 1980–1995

- Fueled by the Reagan administration, anti-labor tactics began to spread nationwide.
- Kaiser Permanente face increased competition from for-profit HMOs.
- Year of labor strife ensued, including frequent and sometimes lengthy strikes.



History

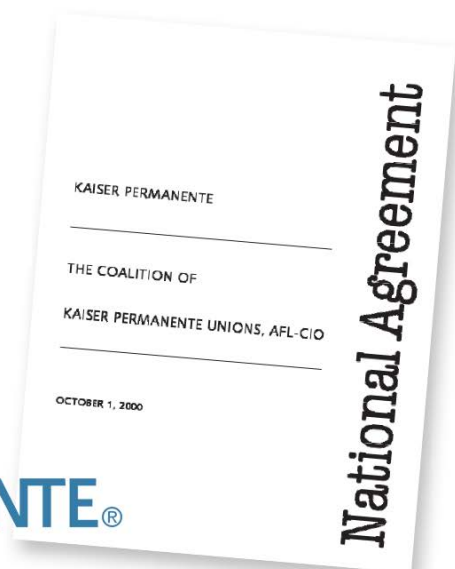
Commitment to Partnership 1995–2000

- To gain strength at the bargaining table, union locals throughout Kaiser Permanente met to discuss strategies.
- The Coalition of Kaiser Permanente Unions was formed in 1996, made up of 26 locals from several international unions.
- Kaiser Permanente realized it was facing a unified and well-organized opponent.
- The Coalition offered a new way forward - a partnership with management.

**COALITION OF
KAISER PERMANENTE
UNIONS**



**KAISER
PERMANENTE®**



History

Giant Steps 2000–2011

- In 2001, management and labor supported innovative nurse-to-patient staffing ratios.
- In 2002, union and Kaiser Permanente leaders launched a national workplace safety campaign.
- In 2008, a National Agreement reopener initiated membership growth work.
- The third National Agreement in 2010 set up Path to Performance development ratings to measure the success of all UBTs.



History

Future Forward 2012–Present

- The fourth National Agreement in 2012 established a pioneering initiative focused on improving employee health.
- The fifth National Agreement in 2015 set industry-leading standards for quality, affordability, workplace health and safety, and professional development.
- In 2017, the Labor Management Partnership celebrated its 20th anniversary.



Partnering Principles

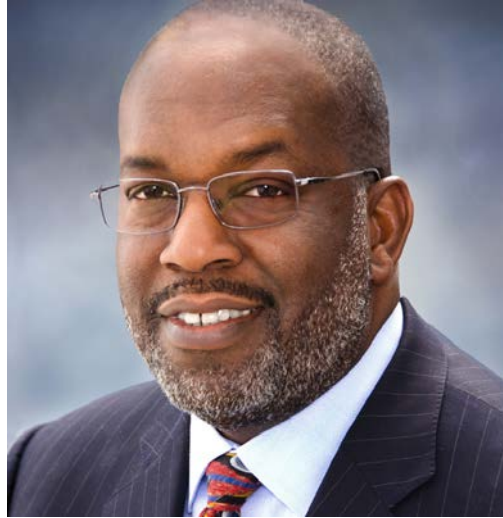
7 Partnership Principles

Principles and Behaviors

Managers and union stewards share joint responsibility for the success of their department. This document shares 7 key principles that can help both roles achieve this success. Each principle has corresponding behaviors. Supervisors and stewards can use this document as a checklist to discuss how to fulfill their joint responsibilities.



Partnering Principles



“No matter where you're working in the system, you have a place at the table and your voice is heard.”

- Bernard J. Tyson, the late chairman and CEO, Kaiser Foundation Health Plan and Hospitals

Partnering Principles

Do you act in partnership?

Consider the seven key partnership principles below and think about whether each one applies to you.

Statement

- I share joint responsibility for the success of the department.
- I share joint responsibility for the success of the union by respecting the role and work of stewards.
- I take responsibility for ensuring the employees I lead are involved in effective decision making.
- I share joint accountability for supporting and implementing the Labor Management Partnership.
- I share joint responsibility for obtaining and supporting appropriate LMP training for the employees I lead.
- I share joint responsibility for implementing effective labor-management relations where applicable within a work unit, facility or services area.
- I work in partnership with my labor/management peer to ensure the employees we lead provide a superior health care experience.

Value Compass

Guiding our mission and vision

Review the key points of Kaiser Permanente's Value Compass and learn how it helps us build exemplary service for our members. The Value Compass helps provide strategic direction for UBT work and keeps the patient at the center of everything we do. Select the markers below to see examples of how teams at KP work with LMP principles and methodologies to put the points of the Value Compass into action. Download a copy of the [Value Compass Poster](#).



Value Compass

Best Quality

Select the link below to see many examples of how LMP teams worked together to strive toward the best quality service/work.

[Best Quality: Team-Tested Practices](#)

Most Affordable

Select the link below to take a look at several stories and examples of teams achieving affordability without sacrificing quality or service.

[Most Affordable: Team-Tested Practices](#)

Best Service

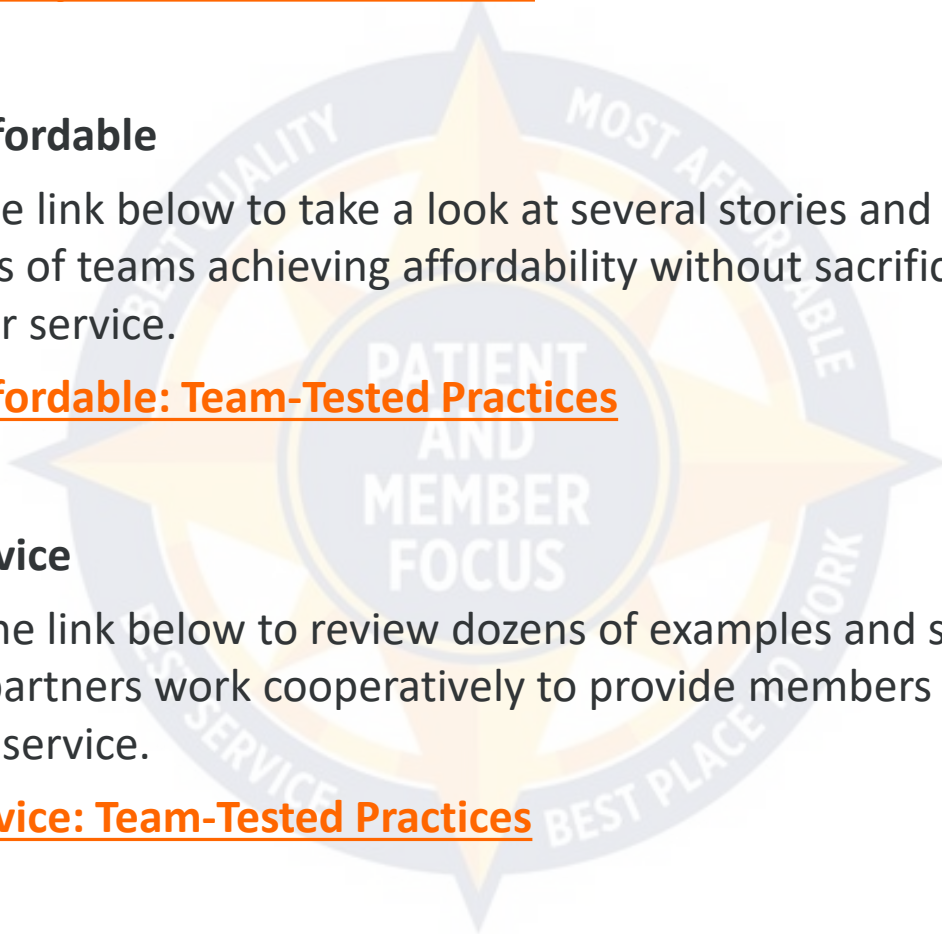
Follow the link below to review dozens of examples and stories of how partners work cooperatively to provide members with the best service.

[Best Service: Team-Tested Practices](#)

Best Place to Work

See how KP teams make their groups the "Best Place to Work" in these examples.

[Best Place to Work: Team-Tested Practices](#)



Unit-Based Teams

What are Unit-Based Teams?

A unit-based team includes **all of the participants** within the boundaries of the **work unit**, including **supervisors, stewards, providers, and employees**. Review the resources below in the order presented to learn about the purpose, impact and application of unit-based teams.



[A Model for Today](#)

(Video, 2.5 min.)

See an introduction to how the Labor Management Partnership works at KP and how it was designed to help build positive results while hearing from employees.

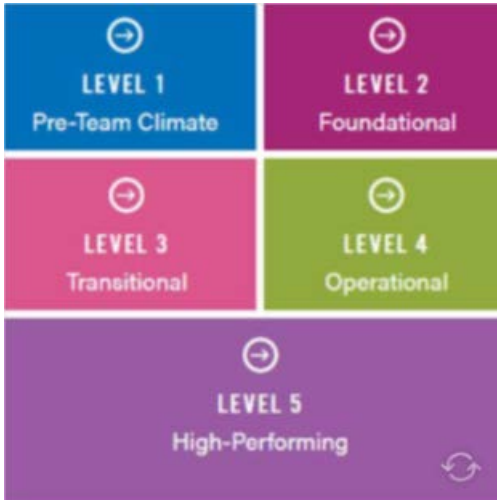


[Inventing Better Care](#)

(Video, 2.5 min.)

Innovations in health care can happen from the rank and file at KP. Learn about how KP employees are encouraged to speak up in their unit-based teams to improve care.

Unit-Based Teams



P2P Tool

(Online tool)

Unit-based teams can use the Path to Performance (P2P) to continually improve their teamwork and how they do work. Review this Path to Performance tool to learn about the expectations for each level of performance.

The poster titled "PATH TO PERFORMANCE" displays a table with dimensions and levels. The table is structured as follows:

DIMENSION	LEVEL 1: Pre-Team Climate	LEVEL 2: Foundational UBT
SPONSORSHIP	<ul style="list-style-type: none"> Sponsors are identified and introduced to team. <input type="checkbox"/> COMPLETED	<ul style="list-style-type: none"> Sponsors trained. Charter completed. Sponsor agreement completed. <input type="checkbox"/> COMPLETED
LEADERSHIP	<ul style="list-style-type: none"> Team co-leads are identified or process of identification is under way. Team has identified health and safety champion(s). <input type="checkbox"/> COMPLETED	<ul style="list-style-type: none"> Co-leads have developed a solid working relationship and are jointly planning the development of the team. <input type="checkbox"/> COMPLETED
TRAINING	<ul style="list-style-type: none"> Co-lead training completed. Team has created initial action plan and keeps it updated. 	<ul style="list-style-type: none"> Team member training (e.g., UBT Orientation, RHM+) completed.

P2P Poster

(PDF)

As a UBT Co-lead and team member you can use this quick reference tool and poster to familiarize yourself with what's expected at each level of UBT development.

LMP Methods

Key parts of the LMP methodology

Interest-based problem solving and consensus decision making play key parts of the LMP methodology.

- **Interest-based problem solving (IBPS)** is an issue resolution process that addresses individual and group differences.
- **Consensus decision making (CDM)** is a form of group decision making. Everyone discusses the issues to be decided so that the group benefits from the knowledge and experience of all members.



[Find Better Solutions](#)

(Video, 2.5 min.)

This short animated video explains how interest-based problem solving works and why it is so powerful.



[CDM and IBPS](#)

(PDF)

At-a-glance reference tool used to follow processes of consensus decision making and interest-based problem solving.

LMP Methods



[Interest Based Problem Solving Guide](#) (PDF)

Step-by-step guide for using IBPS.



[6 Tips for Successful Interest-Based Problem Solving](#) (Article)

Example of application of interest-based problem solving in the form of six tips.



[Consensus Decision Making Continuum](#) (PDF)

Hand out at meetings or use in presentations when discussing consensus decision making and interest-based problem solving.

LMP Methods

KP Learn Courses

Single sign-on and access to the KP intranet is required for KP Learn access.

Interest-Based Problem Solving (IBPS) online course

Learn to effectively problem solve using the four steps of interest-based problem Solving in this online course.

Would your team benefit from a group learning experience? You can search [KP Learn](#) for classroom sessions in your service area.

Consensus Decision Making (CDM) online course

Learn the process of consensus decision making in this online course.

Would your team benefit from a group learning experience? You can search [KP Learn](#) for classroom sessions in your service area.

Explore LMP Resources

Learn more

You've completed the Learning Roadmap Tour. The [LMP website](https://www.lmpartnership.org) is a comprehensive resource including the following items that will help you get started.



[How to Use the LMP website](#)

(Video, 1.5 min.)

Watch and learn how to navigate to find more resources on the LMP website.



[Hank Magazine](#)

Access current and past issues of *Hank*, a frontline publication for KP workers, managers, and physicians.