



SCAVENGER HUNT: Calling all web sleuths

DIRECTIONS: How well do you know LMPartnership.org? Have fun and test your knowledge of the national LMP website by answering the questions below. Complete the online version of this scavenger hunt at https://www.surveymonkey.com/r/HANKSCAVENGER and qualify for a random prize drawing.

1. What do recipes, wheels and inventory all have in common? Hint: This part of the website helps your team see what others have done.

Team Tested Practices https://www.lmpartnership.org/team-tested-practices

2. This voyage will have you speeding from 1 to 5 in no time at all! What's it called? Hint: All unit-based teams are measured by this.

Path to Performance https://www.lmpartnership.org/path-to-performance

3. Mainstreet Medical Center is the location for this out-of-whack demonstration. What video am I? Hint: You might think twice about your next smoothie!

Smoothie Time https://www.lmpartnership.org/path-to-performance

4. Superheroes aren't just for the big screen! What's the name of the video that will help your team walk on the lean side?

Waste Walk Superhero https://www.lmpartnership.org/videos/be-waste-walk-superhero

5. Hammers, bolts and screwdrivers are useful, but this section of the website really nails it for me! What is it?

Tools https://www.lmpartnership.org/tools

6. I'm very popular with my audience, I come out yearly and I love time off work. What am I? Hint: I'm found in the Tools section.

Attendance Calendar https://www.lmpartnership.org/tools/attendance-calendar

7. Show me the money! Or at least where it goes. What handy tool was featured in Hank Q2/Q3-2017?

Where the Money Goes Infographic https://www.lmpartnership.org/tools/infographic-where-money-goes

8. Color me beautiful — no, this isn't about what color you wear, it's about how you keep your cool. Find the answer in Hank Q1-2017.

What's Your Phrase Coloring Page https://www.lmpartnership.org/tools/whats-your-phrase-coloring-page

9. I'm great on a table and pack a powerful punch with my words. Hint: I'm a happy camper!

Free to Speak Tent Card https://www.lmpartnership.org/tools/free-speak-zone-tabletop-tent

10. The force is with us! This section of the website focuses on the work of tomorrow. Hint: I'm an LMP Focus Area.

Workforce of the Future https://www.lmpartnership.org/focus-areas/workforce-future

WHERE'S THE MISTAKE?

There is a purposeful mistake hidden somewhere in the pages of this issue. Can you find it?

LMPARTERSHIP.ORG URL UPSIDE DOWN ON THE SMARTPHONE; PAGE 12





WORD SEARCH: Back to school

DIRECTIONS: Find the hidden words related to continuing your education. Words may appear vertically, horizontally or diagonally and may be read from either direction.



- ADVANCE REWARD
BOOKS SCHOOL
CLASSES SEMINARS
CONNECT SMART
GOALS SPECIALIZE
GRADES STRENGTH
GRADUATE SUPPORT
GROW TESTS
LEADER THINK
LEARNING THRIVE
READING WRITING



WHO'S THIS PERSON?

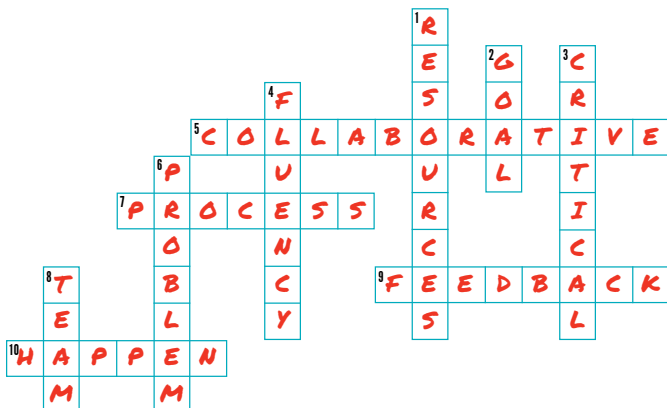
In each issue of Hank, we feature someone prominent from Kaiser Permanente or its unions. Can you name this person?

BEN HARRISON

Ben Harrison was an associate director of Regional Education and Training in the 1970s and designed courses to help managers and supervisors become more aware of laws regarding Equal Employment Opportunity, compliance, and unions...

CROSSWORD: What skills do you need?

DIRECTIONS: If you've read this issue, coming up the words/phrases for this crossword will be a snap. If you haven't, don't stress, just have fun!



ACROSS

- 5 Ability to work productively with others
7 A series of actions or steps taken in order
9 Information about reactions to performance
10 When workers speak up, good things _____

DOWN

- 1 A supply of materials, staff and other assets
2 The object of an effort; an aim
3 Crucial
4 Adapting to new digital technology in the workplace
6 Brainstorming is a form of _____ solving
8 A group forming one side in a competitive game or sport

WHERE'S THE MISTAKE?

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PHOTO UPSIDE DOWN ON COMPUTER SCREEN; PAGE 11



WORD MATCH: How do you say “happy anniversary”?

DIRECTIONS: Kaiser Permanente members speak more than 150 different languages. How’s your language knowledge? Match each language to the “happy anniversary” phrase in that language.

Albanian	—	Gëzuar përvjetorin
Armenian	—	urteurren zoriontsua
Basque	—	joyeux anniversaire
Bosnian	—	kỷ niệm hạnh phúc
Chinese	—	Shnorhavor taredardz
Esperanto	—	Kinenbi omedetō
French	—	Grattis på årsdagen
German	—	feliz aniversario
Italian	—	Zhōunián kuàilè
Japanese	—	feliĉa datreveno
Polish	—	mutlu yıldönümleri
Spanish	—	sretna godišnjica
Swedish	—	alles Gute zum Jubiläum
Turkish	—	Szczęśliwa rocznica
Vietnamese	—	felice aniversario

WORD JUMBLE: Make it last

DIRECTIONS: Unscramble these nine words to be reminded of qualities that are the building blocks of a lasting partnership.

- RESPECT

- crpeste
- COMMUNICATION

- itmnoaucomcin
- TRANSPARENCY

- reysptnnraca
- HONESTY

- netohys
- HUMOR

- ohumr
- LISTENING

- tennsglii
- TRUST

- rtust
- FAIRNESS

- eisasfrn
- APPRECIATION

- pcaoternipai



WHO’S THIS PERSON?

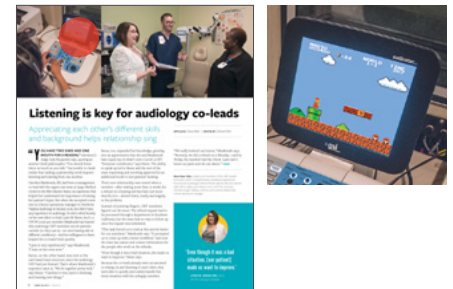
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HARRY BRIDGES

Harry Bridges was the longtime head of the International Longshoremen and Warehousemen’s Union (now known as the International Longshore and Warehouse Union). In the late 1940s, his assurances of support helped Kaiser Permanente transition from covering World War II shipyard workers to becoming a public plan, and KP became the sole supplier of medical care to ILWU’s 6,000 West Coast members.

WHERE’S THE MISTAKE?

There is a purposeful mistake hidden somewhere in the pages of this issue. Can you find it?



ON PAGE 6, AUDIOLOGIST IS PLAYING A VIDEO GAME. SUPER MARIO BROS.



WORD SCRAMBLE: Performance improvement savvy

DIRECTIONS: Unscramble these word jumbles, then use at least half of them—nine or more—in a sentence about work your unit-based team has done or might do! It's OK to make it funny.

- 1. neyom MONEY
2. emta TEAM
3. ifnd FIND
4. sisvnga SAVINGS
5. yiorntvne INVENTORY
6. teasw WASTE
7. suppesil SUPPLIES
8. dbuetg BUDGET
9. fsrctaoe FORECAST
10. pmrevtmneio IMPROVEMENT
11. peofnrrecam PERFORMANCE
12. neitvs INVEST
13. enspd SPEND
14. Inpa PLAN
15. od DO
16. dyuts STUDY
17. cta ACT
18. radrwe REWARD



WHO'S THIS PERSON?

In each issue of Hank, we feature someone prominent from Kaiser Permanente or its unions. Can you name this person?

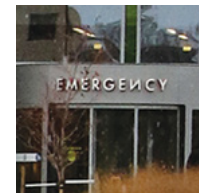
BOBBIE COLLEN

Frances Bobbie Collen (1914-1996) was an accomplished professional as well as being the wife of Morris 'Morrie' Collen, MD. She was a nurse with a master's degree in health education, and was the force behind the groundbreaking Health Education Research Center at the Kaiser Permanente Oakland hospital.

WHERE'S THE MISTAKE?

There is a purposeful mistake hidden somewhere in the pages of this issue. Can you find it?

Article snippet titled 'RIGHT SETTING, LOWER COSTS, BETTER CARE' with text about emergency department use and a photo of an emergency entrance.

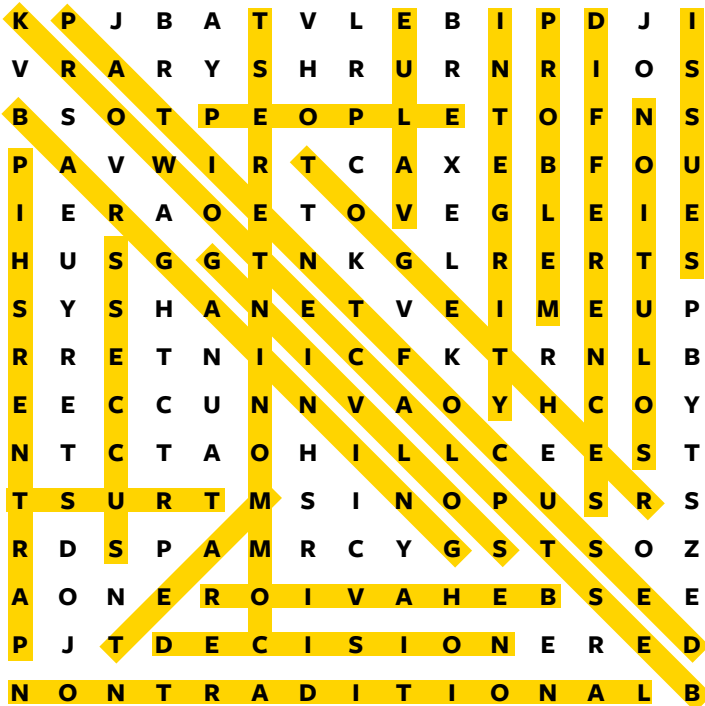


ON PAGE 6, THE 'N' IN 'EMERGENCY' ABOVE THE DOORS IS FACING BACKWARDS.



WORD SEARCH: The best of partnership

DIRECTIONS: Find the hidden words related to key elements of working in partnership. Words may appear vertically, horizontally or diagonally and may read from either direction.



- BARGAINING
BEHAVIOR
BEST PLACE TO WORK
COMMON INTEREST
DECISION
DIFFERENCES
INTEGRITY
ISSUES
NONTRADITIONAL
PARTNERSHIP
PATIENT FOCUSED
PEOPLE
PROBLEM
SOLUTION
SOLVING
SUCCESS
TEAM
TOGETHER
TRUST
VALUE



WHO'S THIS PERSON?

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BEATRICE LEI, MD

Beatrice Lei, MD, a pediatrician, became a founding partner of The Permanente Medical Group in 1946, making her the first woman physician partner and first partner of Asian heritage.

WHERE'S THE MISTAKE?

There is a purposeful mistake hidden somewhere in the pages of this issue. Can you find it?



PICTURE OF HENRY KAISER HIDDEN ON CELL PHONE ON PAGE 4.

MEDICAL TRIVIA

According to the ancient Chinese, how can you cure your headache?

- a) By standing on your head
b) By swinging your arms
c) By kicking your feet
d) By shaking your head

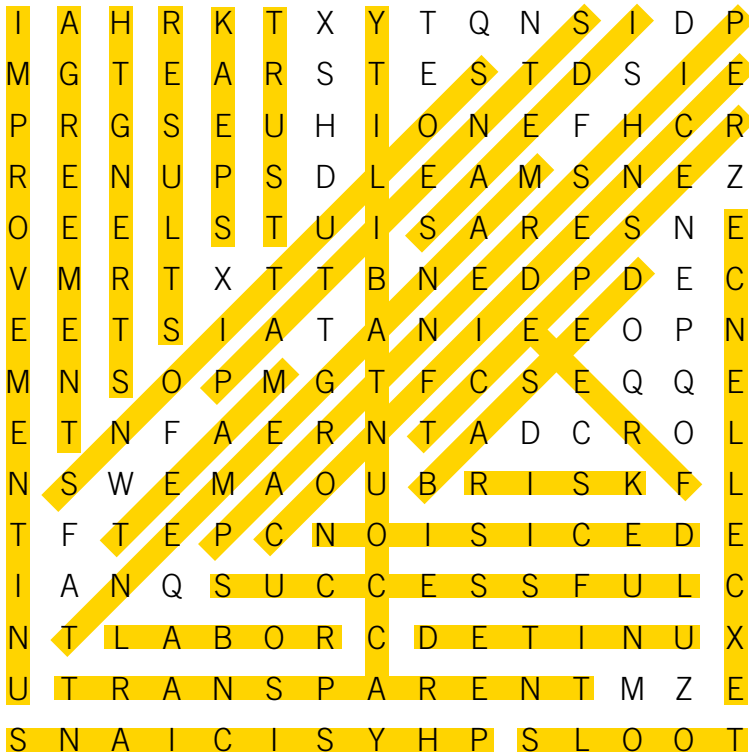
Which body part harbors the most germs?

- a) The face
b) The feet
c) The hands
d) The arms

? HANK 49: ANSWER KEY TO PUZZLES AND GAMES

WORD SEARCH: I'm in a UBT and so are you!

DIRECTIONS: Find the following words, all of which relate to principles of partnership. The words may appear vertically, horizontally or diagonally, and may be read from either direction.



- | | | |
|----------------|-------------|-------------|
| ACCOUNTABILITY | LABOR | SPEAK |
| AGREEMENT | MANAGEMENT | STRENGTH |
| BASED | PARTNERSHIP | SUCCESSFUL |
| CONFIDENCE | PATIENTS | TEAM |
| DECISION | PHYSICIANS | TOOLS |
| EXCELLENCE | RESPECT | TRANSPARENT |
| FREE | RESULTS | TRUST |
| IDEAS | RISK | UNIT |
| IMPROVEMENT | SOLUTIONS | UNITED |

WHO'S THAT PERSON?

In each issue of *Hank*, we feature someone prominent from Kaiser Permanente or its unions on the front cover.



CAN YOU NAME THIS PERSON?

Edgar F. Kaiser

Edgar F. Kaiser (1908-1981) was the eldest son of Henry J. Kaiser and worked for the various Kaiser industries all his life, including Kaiser Steel and the Kaiser-Frazer automobile corporation. As manager of the World War II shipyards in the Portland area, he hired the first woman shipyard worker in U.S. history as well as workers with physical disabilities. He succeeded his father as chairman of the Kaiser Permanente Health Plan and Hospitals boards of directors. In 1969, he was awarded the Medal of Freedom for his efforts to expand low- and moderate-income housing.

TRIVIA QUESTION

What is the largest internal organ in the human body?

- a) Brain b) Lung c) Heart d) Liver

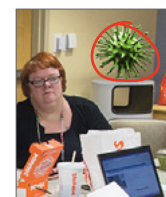
The largest organ in the human body, the adult liver can weigh between 1.2 - 1.5 kg (2.64 - 3.3 lb)—about one thirty-sixth of the total body weight and can measure up to 22 cm (8.6 in) long and 10 cm (3.9 in) wide.

WHERE'S THE MISTAKE?

In each issue of *Hank*, there will be a purposeful mistake hidden somewhere in the pages. Can you find it?

YOUR ANSWER FOR THIS ISSUE:

On page 3, there is a flu virus sitting on top of the trash can.



? HANK 48: ANSWER KEY TO PUZZLES AND GAMES

WHERE'S THE MISTAKE?

In each issue of Hank, there will be a purposeful mistake hidden somewhere in the pages. Can you find it?

YOUR ANSWER FOR THIS ISSUE:

On page 9, the woman on the far right has the "RN" on her name tag displayed backwards.



WHO'S THAT PERSON?

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CAN YOU NAME THIS PERSON?

Calvin Wheeler, MD

Calvin Wheeler, MD, joined Kaiser Permanente in 1984; in 1998, he was named physician-in-chief in the Department of Neurology at the Fremont Medical Center in Northern California, the first African American to hold the post. Dr. Wheeler was a founding member of the Kaiser African American Professionals Association (KAAPA) in Northern California.

TRIVIA QUESTION

Which part of the body contains cells that divide much faster than other cells?

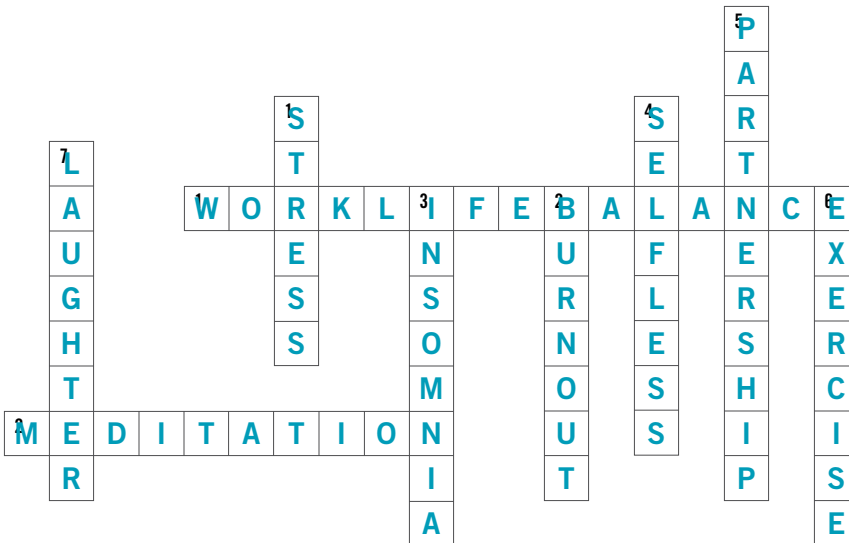
- a) Fingernails
- b) Hair
- c) Skin
- d) Liver

The living part of the hair is the very bottom part surrounding the papilla, called the bulb. The cells of the bulb divide every 23 to 72 hours, remarkably faster than any other cell in the body.

? HANK 47: ANSWER KEY TO PUZZLES AND GAMES

CROSSWORD: All work, no play

DIRECTIONS: If you've read this issue, coming up the words/phrases for this crossword will be a snap. If you haven't, don't stress, just have fun! When you're done, pick a prize from your "You're a Winner" list, below. Note: If the answer is a phrase, don't include spaces or punctuation in the boxes.



ACROSS

1. When you work all the time and don't rest, this is out of whack
2. A quiet way to reduce stress

DOWN

1. How the body responds to demands put on it
2. Condition that occurs when work stress and frustration pile up without getting fixed
3. Sleep-related problem that is a symptom of stress
4. Compassionate quality that describes many caregivers
5. Style of working that defines the relationship between Kaiser Permanente and the Coalition of Kaiser Permanente Unions
6. An active way to reduce stress
7. "The best medicine"

WHO'S THAT PERSON?

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CAN YOU NAME THIS PERSON?

Hannah Peters

Hannah Peters, MD, physician in charge of programs preparing Kaiser Richmond shipyard women for the industrial workforce during World War II.

TRIVIA QUESTION

Which of these unusual conditions has been linked to stress?

- a) Exploding head syndrome
- b) Stiff person syndrome
- c) Nodding disease

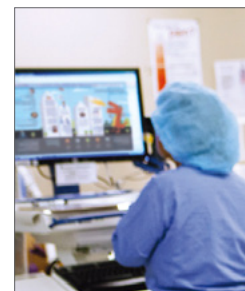
Exploding head syndrome, a condition where the sufferer "hears" a sudden, very loud noise inside his/her head, usually while falling asleep or waking up.

WHERE'S THE MISTAKE?

In each issue of *Hank*, there will be a purposeful mistake hidden somewhere in the pages. Can you find it?

YOUR ANSWER FOR THIS ISSUE:

The infographic from the center spread is placed backwards on the computer screen, page 11.



? HANK 46: ANSWER KEY TO PUZZLES AND GAMES

WORD SCRAMBLE: Each member an individual

DIRECTIONS: Unscramble these 16 jumbles and transfer letters to the corresponding numbered squares to get to the final inclusive phrase below.

- minccoee E C O N O M I C
- geipcaoghr G E O G R A P H I C
- gea A G E
- aeanggul L A N G U A G E
- aecr R A C E
- iensulcvi I N C L U S I V E
- nimacsosop C O M P A S S I O N
- ehamtyp E M P A T H Y
- ndeger G E N D E R
- uutliucarltml M U L T I C U L T U R A L
- btlisdayi D I S A B I L I T Y
- tiuyeq E Q U I T Y
- nerelutvo V O L U N T E E R
- topsrpu S U P P O R T
- ndsndnguirtae U N D E R S T A N D I N G
- gninlseti L I S T E N I N G

YOUR ANSWER:

C U L T U R A L L Y C O M P E T E N T
 C A R E L E A D S T O B E S T T E R
 H E A L T H O U T C O M E S

WHO'S THAT PERSON?

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CAN YOU NAME THIS PERSON?

Phillip T. Chu, MD

Honolulu-born **Phillip Chu, MD**, became the first Executive Chairman of the Hawaii Permanente Medical Group and Chief of Staff of the first Kaiser Foundation Hospital in Honolulu when the Medical Group was formed in 1960. Under his leadership, he saw the medical staff grow from 29 physicians serving 25,000 members to more than 80 physicians caring for approximately 85,000 Health Plan members.

TRIVIA QUESTION

How many miles of nerves are there in the human body?

- a) 1
- b) 45
- c) 25
- d) 100

WHERE'S THE MISTAKE?

In each issue of *Hank*, there will be a purposeful mistake hidden somewhere in the pages. Can you find it?

YOUR ANSWER FOR THIS ISSUE:

The back cover poster image is flipped on the Table of Contents



? HANK 45: ANSWER KEY TO PUZZLES AND GAMES

WORD MATCH: Growing KP

DIRECTIONS: Connect the phrase in the first column with its description in the second column.

Adapt, adopt, abandon	What teams do with a test of change after they've tried it
Performance improvement (PI)	A primary focus of UBT work
Interest-based problem solving (IBPS)	A process that surfaces common concerns or aspirations
Rapid Improvement Model (RIM)	The primary PI method UBTs use
Consensus decision making (CDM)	The method teams usually use to arrive at agreement
Path to Performance	The five-stage scale for rating unit-based teams
UBT Tracker	Where teams record their PI work
Small test of change	A way of trying something new that makes it OK to fail
Plan, Do, Study, Act (PDSA)	The four steps of RIM
Unit-based team (UBT)	The engine of performance improvement at Kaiser Permanente

WHERE'S THE CHANGE?

One familiar element that's been part of every issue of *Hank* since the first one in December 2004 is changed this issue. Can you find it? We'll tell you more in the Winter 2016 issue!

YOUR ANSWER FOR THIS ISSUE:

LMP has a new logo.



WHO'S THAT PERSON?

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CAN YOU NAME THIS PERSON?

Morris F. Collen, MD

Morris F. Collen, MD, began his KP career administering to workers the Richmond shipyards during World War II. He was an original partner in The Permanente Medical Group, was the founder of the Kaiser Permanente Division of Research and a pioneer in the use of computers in medicine. He died on Sept. 27, 2014, at the age of 100.

TRIVIA QUESTION

The smallest bones in the human body are found in:

- a) Feet
- b) Ears
- c) Fingers
- d) Knees

? HANK 44: ANSWER KEY TO PUZZLES AND GAMES

TRIVIA: LMP Lore

DIRECTIONS: Test your knowledge of the history of unions and Kaiser Permanente—and have some fun, too!

1. What federal law allows unions to bargain wages, hours and working conditions?

- a) The National Union Rights Act
- b) The National Labor Relations Act**
- c) The National Collective Bargaining Act

2. What percentage of the U.S. workforce was represented by a union in 2014?

- a) 6.6 percent
- b) 11.1 percent**
- c) 35.7 percent

3. When did the Coalition of Kaiser Permanente Unions form?

- a) 1990
- b) 1996**
- c) 1997

4. What is the Path to Performance?

- a) A performance improvement method
- b) A grievance procedure
- c) A programwide rating system for unit-based teams**

5. How many unit-based teams does KP have?

- a) More than 5,000
- b) More than 2,500
- c) More than 3,500**

6. What percentage of those teams are ranked as high-performing (as of March 2015)?

- a) 63 percent
- b) 71 percent**
- c) 89 percent

7. What is UBT Tracker?

- a) An online reporting system that allows UBTs to share information about their tests of change**
- b) An inventory management tool
- c) A rating system for unit-based teams

8. For employees to feel free to speak up and share ideas, they need a work environment that _____.

- a) is free of blame and ridicule.**
- b) pinpoints fault when a mistake is made.
- c) values ideas from those in higher-status positions over ideas from those in lower-status positions.

9. Which two unions played a big role in the Permanente Foundation Health Plan succeeding in its early years?

- a) International Longshoremen and Warehousemen's Union**
- b) United Steelworkers
- c) Retail Clerks Union Local 770**

10. When did the Labor Management Partnership form?

- a) 1995
- b) 1997**
- c) 2000

11. What is the preferred problem-solving method used in partnership?

- a) Consensus-driven problem solving
- b) Interest-based problem solving**
- c) Position-based problem solving

12. Who is at the center of unit-based teams' decision making?

- a) The team's physician co-lead
- b) The team's union and management co-leads
- c) The KP member and patient**

WHERE'S THE MISTAKE?

In each issue of *Hank*, there will be a mistake hidden somewhere in the pages. Can you find it?

YOUR ANSWER FOR THIS ISSUE:

Badge is upside down, page 12



WHO'S THAT PERSON?

In each issue of *Hank*, we will feature someone prominent from Kaiser Permanente on the front cover.



CAN YOU NAME THIS PERSON?

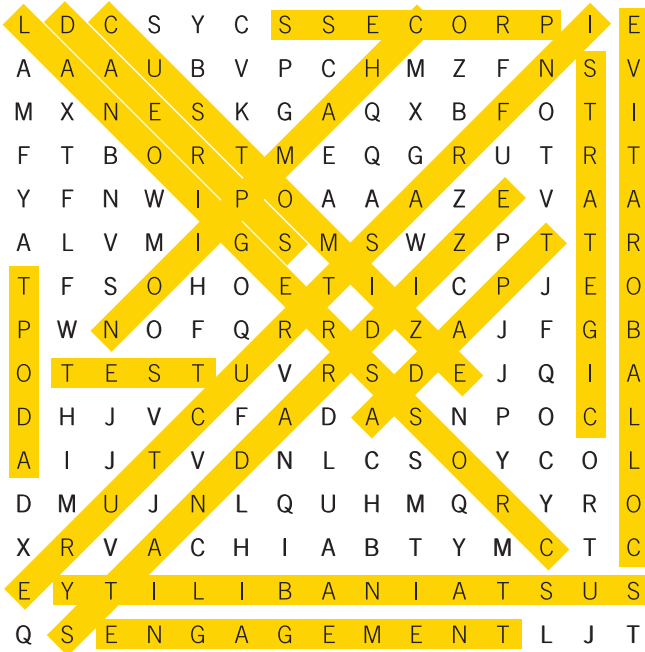
Bess Kaiser

Bess Fosburgh Kaiser (1886-1951) and Henry J. Kaiser married in 1907. They met at Lake Placid, New York, when she was 19, and he, 23. Bess' father encouraged Henry to broaden his career goals, and by the late 1930s he'd built a successful construction business. The couple had a modest vacation cottage on the creek above Henry's Permanente Quarry and Cement plant in Cupertino, California; in 1942, when the new WWII shipyard medical program was being created, Bess felt the name of that year-round stream should represent it.

? HANK 43: ANSWER KEY TO PUZZLES AND GAMES

WORD SEARCH: Get your spread on

DIRECTIONS: Find the following words, all of which relate to spreading and adopting successful practices. The words may appear vertically, horizontally or diagonally, and may be read from either direction.



- ADAPT
- ADOPT
- CHAMPION
- COLLABORATIVE
- CROSS-REGIONAL
- CUSTOMIZE
- ENGAGEMENT
- INFRASTRUCTURE
- PROCESS
- SPREAD
- STANDARDIZE
- STRATEGIC
- SUSTAINABILITY
- TEST

WHO'S THAT PERSON?

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CAN YOU NAME THIS PERSON?

Avram Yedidia

Avram Yedidia (1911-1990) was a medical economist and early architect of Kaiser Permanente health plan policy. During World War I, he was in charge of the steel department in the Richmond shipyards, and after the war ended he was chosen to help rebuild membership in the health plan after the shipyard workforce plummeted. He is credited as the major architect of dual or multiple choice in employer-paid programs and for advancing the principles of community rating. He was also one of the most effective and articulate advocates of the financial wisdom of paying for preventive, ambulatory services in order to avoid costly hospitalization. In 1959, he established his own consulting business to serve a wide range of U.S. and international public health efforts, but continued to advise Kaiser Permanente's leaders for another 31 years.

WHERE'S THE MISTAKE?

In each issue of *Hank*, there will be a purposeful mistake hidden somewhere in the pages. Can you find it?

YOUR ANSWER FOR THIS ISSUE:

Game of Thrones screenshot on the far right monitor, page 12



TRIVIA QUESTION

How far does the blood in the human body travel in a day?

- a) 60 miles
- b) 6,000 miles
- c) 60,000 miles**
- d) 600,000 miles