



WORKFORCE
OF THE FUTURE



FACILITATOR'S GUIDE



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How to Use This Facilitator's Guide

This facilitator's guide was developed for the Workforce of the Future community, such as National Workforce Planning and Development consultants and implementation specialists, regional committee members, education trust career counselors and labor representatives.

This guide, a companion to the [Workforce of the Future Conversation Toolkit](#), is meant to help you tailor presentations about the Workforce of the Future across Labor Management Partnership audiences.



INSTRUCTIONS

To open the documents embedded in this facilitator's guide, click on the image. Then you can save and print the PDFs as needed.



DISTRIBUTION

This facilitator's guide has been adapted online for use across all Kaiser Permanente regions. All content is for internal use only and is subject to change.



CONTACT

For questions about this facilitator's guide, please email imp-feedback@kp.org.



Frequently Asked Questions and Talking Points

Use this facilitator's guide to help discuss Kaiser Permanente's Workforce of the Future initiative and ways your audience can adapt to changes in health care. Start by educating yourself with the Frequently Asked Questions. Then use the Talking Points to speak with your audience about our organizational changes, their impact and ideas to prepare for change in the workplace.

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FREQUENTLY ASKED QUESTIONS



Who is this facilitator's guide for?
This guide was developed for National Workforce Planning and Development, regional committees, workforce consultants, implementation specialists, and others in the Workforce of the Future community.

How can this guide help our workforce prepare for changes to our health care delivery system?
We're adjusting how we build our facilities, pilot retail models, change workflow processes, and expand on-demand services and information through new technologies that support mobile devices and offer teleconsult capabilities. Use the tips, tools and materials in this facilitator's guide to help your audience understand the evolving nature of our work and how to acquire the critical skills that all Kaiser Permanente employees need to navigate our changing health care industry.

What's expected of me?
We need your assistance and commitment to make sure all employees learn the critical skills that are needed to deliver care in the 21st century. We're committed to providing you with support and resources to ensure that our frontline workers and managers have the right knowledge and skills to do the best job possible.

Where can my audience find information about the critical skills?
The Kaiser Permanente Career Planning website offers self-paced courses on the critical skills. Classes are free for eligible union members. Visit kpcareerplanning.org and click "Elevate Your Skills" to access courses.

How can frontline workers best prepare for future career opportunities?
Start by learning about the critical skills. You also can refer employees to these career development resources:

- National Workforce Planning and Development kpcareerplanning.org (open to all employees)
- SEIU UHW-West & Joint Employer Education Fund seiu-uhweduc.org (open to SEIU members)
- Ben Hudnall Memorial Trust bhmt.org (open to all other eligible union members)

Now what should I do?

- Share the contents of this facilitator's guide with your audience to help them understand the changes affecting our care delivery system and how it impacts their work.
- Encourage employees to take training to upgrade their skills and to stay informed about industry trends. For emerging trends, visit the [Institute for the Future](http://instituteforthefuture.org) and [World Economic Forum](http://WorldEconomicForum.org).
- Get inspired. Find Workforce of the Future stories, videos and tools online at LMPPartnership.org/workforce.

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TALKING POINTS



Use these talking points to explain the changes to our care delivery system and how employees can adapt and build career resilience through the Workforce of the Future initiative.

Educate your audience about our organizational changes.

- Kaiser Permanente is changing how and where we deliver care to our members and patients.
- Specifically, we're making it easier for patients to access care whenever and wherever they choose.
- Examples include:
 - kp.org
 - KP mobile app
 - teleconsult appointments
 - retail clinics
- This effort provides resources to our frontline workers to help them build the knowledge and skills to do the best job possible and to prepare for changes in health care.
- Here are some ways to prepare for the jobs of the future:
 - Visit Kaiser Permanente's Career Planning website: kpcareerplanning.org. Learn about critical skills and see whether you qualify for tuition reimbursement.
 - Contact the Ben Hudnall Memorial Trust (bhmt.org) and SEIU UHW-West & Joint Employer Education Fund (seiuuhweduc.org). They offer employees opportunities to build skills and connect with career counselors.
 - Managers can help their employees — and build high-performing teams — by supporting training and learning about the Workforce of the Future initiative.
 - Stay informed about industry trends. Follow the news and look at your professional organization's website.

Explain how the changes impact your audience.

- These changes mean that your role and responsibilities may be evolving. (Offer specific examples, if you can.)
- To help you prepare for these changes, labor and management launched the Workforce of the Future initiative. National Workforce Planning and Development coordinates the initiative with regional committees and our education trusts.

Offer possible solutions; invite feedback and discussion.

- Let me know whether you have questions or need more information.
- I'd be happy to provide your team with the resources they'll need to understand and prepare for these changes.

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(Click the images to open the PDFs)



LEAP Into the Future

Print and share *LEAP Into the Future* to inspire your audience to become lifelong learners and build the job skills of the future with help from the Labor Management Partnership.

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LEAP INTO THE FUTURE

Kaiser Permanente's Workforce of the Future initiative supports lifelong learning and offers resources to build skills, strengthen teams and help employees adapt to changes in health care.

Here are 4 ways to LEAP ahead with help from Kaiser Permanente and the Labor Management Partnership.

LEARN

Employees: Build skills for jobs of the future.

Managers: Encourage employees to use available resources.

Discover **lifelong learning opportunities** by exploring these websites.

Kaiser Permanente Career Planning has information about tuition reimbursement, critical skills and career paths: kpcareerplanning.org

SEIU UHW-West & Joint Employer Education Fund serves SEIU members: seiu-uhweduc.org

Ben Hudnall Memorial Trust serves all other eligible union members: bhmt.org

EMPOWER

Employees: Create a plan for the future. Explore paths and talk to a career counselor.

Managers: Build high-functioning teams. Work with career counselors to tailor training.

ALIGN

Employees: Improve Kaiser Permanente's care and service.

Managers: Leverage resources to adapt to changing demands.

Connect with **National Workforce Planning and Development** staff and regional committees to help create training programs and advance the workforce: national-wfpd@kp.org

PREPARE

Employees: Keep learning. Sign up for critical skills and shape your future.

Managers: Have career talks and support training opportunities.

Visit the **Labor Management Partnership's** website for more tips, tools and inspiration: LMPPartnership.org/workforce

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(Click the image to open the PDF)

At a Glance

Print and share *At a Glance* with managers, labor leaders and executives to show what Workforce of the Future is, why it matters and ways to prepare employees for the jobs of tomorrow.


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AT A GLANCE

Use *At a Glance* with Kaiser Permanente managers, labor leaders and executives to show what Workforce of the Future is, why it matters and ways to prepare employees for the jobs of tomorrow.

PURPOSE

- » **Prepare:** The Workforce of the Future initiative offers resources to build skills and support lifelong learning, so our workforce can adapt to coming changes in health care.
- » **Lead:** National Workforce Planning and Development coordinates the initiative with regional committees and our education trusts to identify regional needs, leverage resources and integrate efforts.
- » **Collaborate:** Workforce of the Future committees enable labor and management to work collaboratively to identify and understand changes in health care.
- » **Plan:** Committees include key labor and management stakeholders to analyze emerging trends, identify new technologies and care models, evaluate workforce impacts and develop action plans to address skill gaps.
- » **Learn:** Committees support the training and upskilling of frontline union workers and engaging in unit-based teams to identify and solve problems where changes occur.
- » **Align:** The initiative helps maintain the cost and quality of patient care by supporting the success of Kaiser Permanente and its union-represented workers.

RESOURCES

- » Visit kpcareerplanning.org for information on tuition reimbursement, career paths and critical skills.
- » Visit the Ben Hudnall Memorial Trust (bhmtrf.org) and SEIU UHW-West & Joint Employer Education Fund (seiu-uhweduc.org) to connect with career counselors and find out about training.

SCOPE

Workforce of the Future seeks to understand, analyze and address health care trends, including:

- » **New care models:** Home care, virtual care and other innovations will change how we work (see *Invent Our Future*: LMPartnership.org/videos/invent-our-future).
- » **Home health:** To improve access and affordability, we're exploring home care options (see *6 Forces Shaping Health Care*: insidekp.kp.org/insidekp/strategy).
- » **Experience requirements:** Meet alternatives to hiring requirements through apprenticeships, job shadowing and other training programs (see *Time for a Change*: LMPartnership.org/videos/time-change).
- » **Social, economic and behavioral needs:** To make our communities stronger, Kaiser Permanente is addressing social factors that shape much of health (see *Community Health*: insidekp.kp.org/insidekp/strategy/community-health.html).
- » **New technology:** Technology makes it easier to access care, with more than half of Kaiser Permanente patients' primary care encounters now virtual (see *Annual Report*: share.kaiserpermanente.org/link/2017-annual-report).
- » **Training and upskilling:** We support lifelong learning so employees can adapt to changes (see *Navigating the Future*: LMPartnership.org/stories/navigating-future).

View the Workforce of the Future toolkit: LMPartnership.org/tools/workforce-future-conversation-toolkit.

Find more tips, tools and inspiration at LMPartnership.org/workforce.

Contact Workforce of the Future committees and staff by emailing national-wfp@kp.org.



(Click the image to open the PDF)



10 Tips to Delivering an Awesome Presentation

Use *10 Tips to Delivering an Awesome Presentation* to help speak to any audience clearly, confidently and effectively.

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10 TIPS TO DELIVERING AN AWESOME PRESENTATION

1. Show your passion. Be enthusiastic and honest. The audience will respond.

2. Keep it simple. Concentrate on your core message.

3. Tell stories. Stories connect us to each other.

4. Set expectations. Be clear about who your audience is and how you'll meet its needs.

5. Start strongly. Grab your audience's attention and hold it.

6. Own the stage. Smile. Modulate your voice. Move. Make eye contact.

7. Use visual aids. Don't rely solely on your PowerPoint. Use flip charts or sticky notes. Get your audience involved, too.

8. Do a room check. It's less stressful if you're already familiar with how the space will be set up.

9. Rehearse. Know how much time it will take you to go through your presentation. Knowing your material will give you confidence and make for a better experience.

10. Relax, breathe and enjoy! Everyone gets nervous. Take a deep breath. The audience is on your side. You've got this!

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(Click the image to open the PDF)



Prepare for the Jobs of Tomorrow Slide Deck

Use this presentation template at your next meeting to show your audience how our care delivery system is evolving and discuss ways to prepare with help from the Workforce of the Future.



(Click the image to open the PowerPoint presentation)