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## Plenary: The Kaiser Permanente Model

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## Labor Management Partnership: A strategy for excelling in difficult times

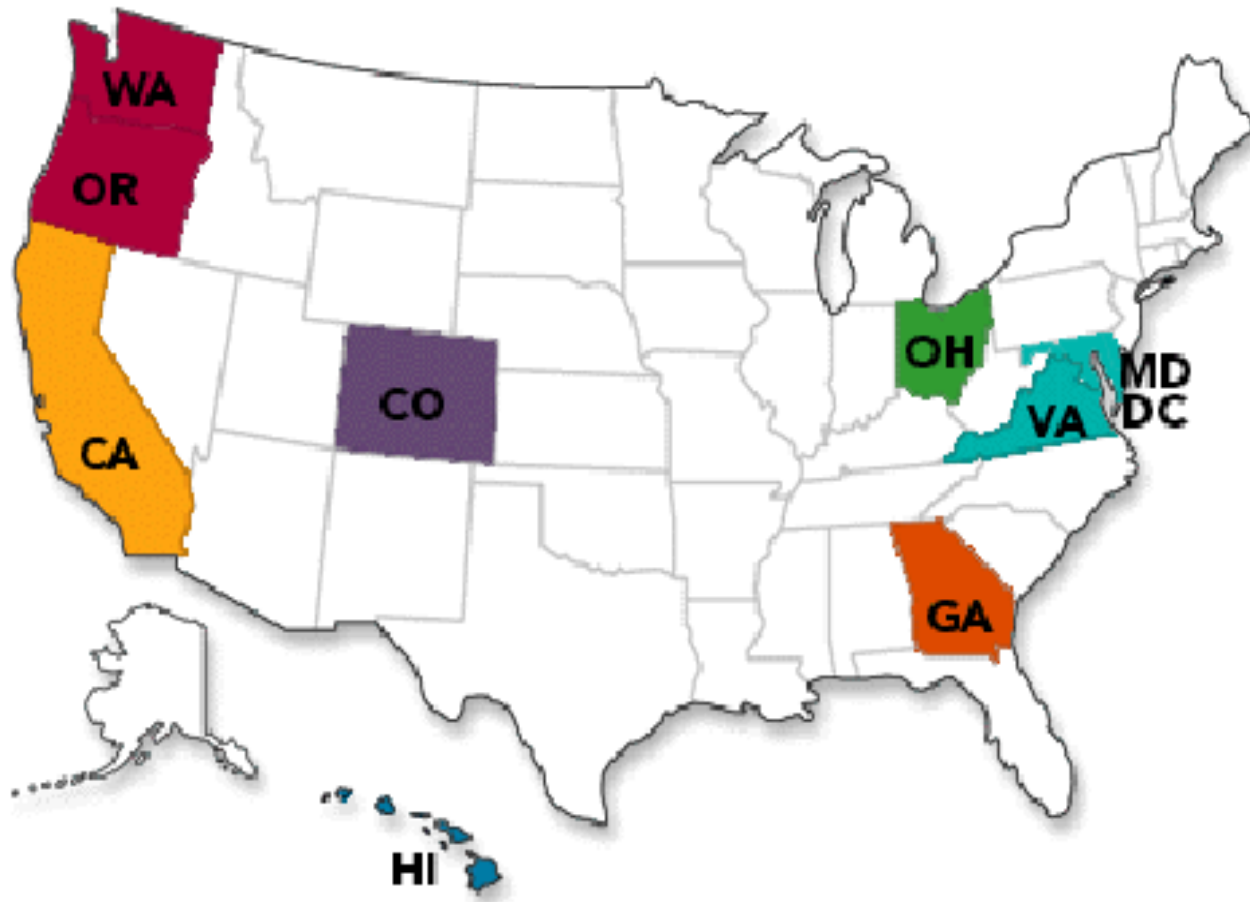
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April 8, 2013

(L+M)<sup>P</sup>  
*The Power of Partnership*

# 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

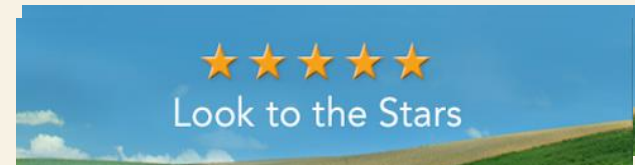
# A leader in quality and service



## **J.D. Power and Associates**

- **Highest in 2012 Member Satisfaction in Health Plans**
- **California, Colorado, Northwest, Mid-Atlantic: Market Leaders in Consumer Satisfaction**

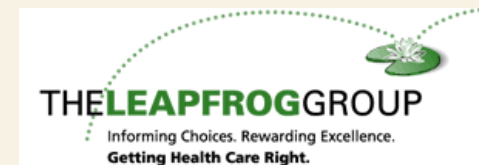
## **Medicare Quality Rankings**



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



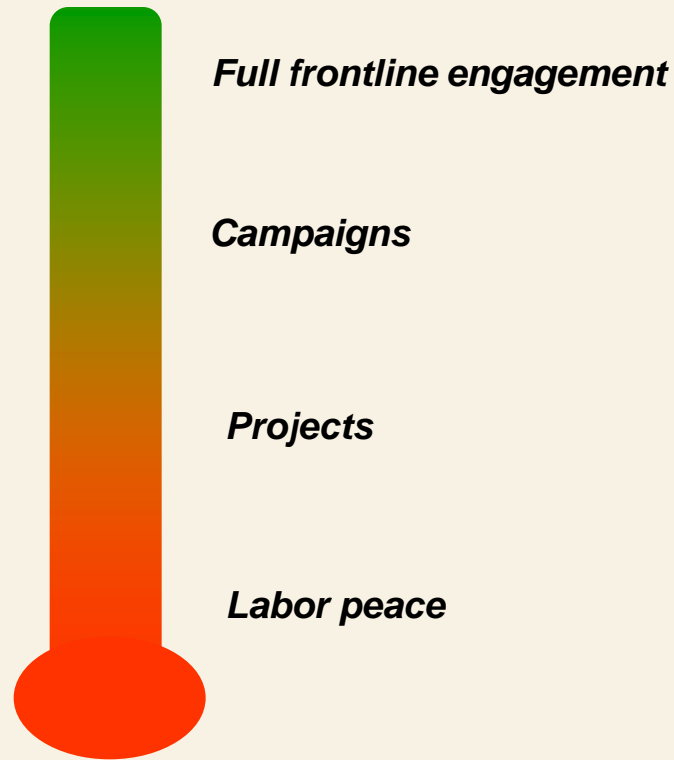
**29 number one scores**



**Top Hospitals in Nation:**  
**16 of 53 are KP**

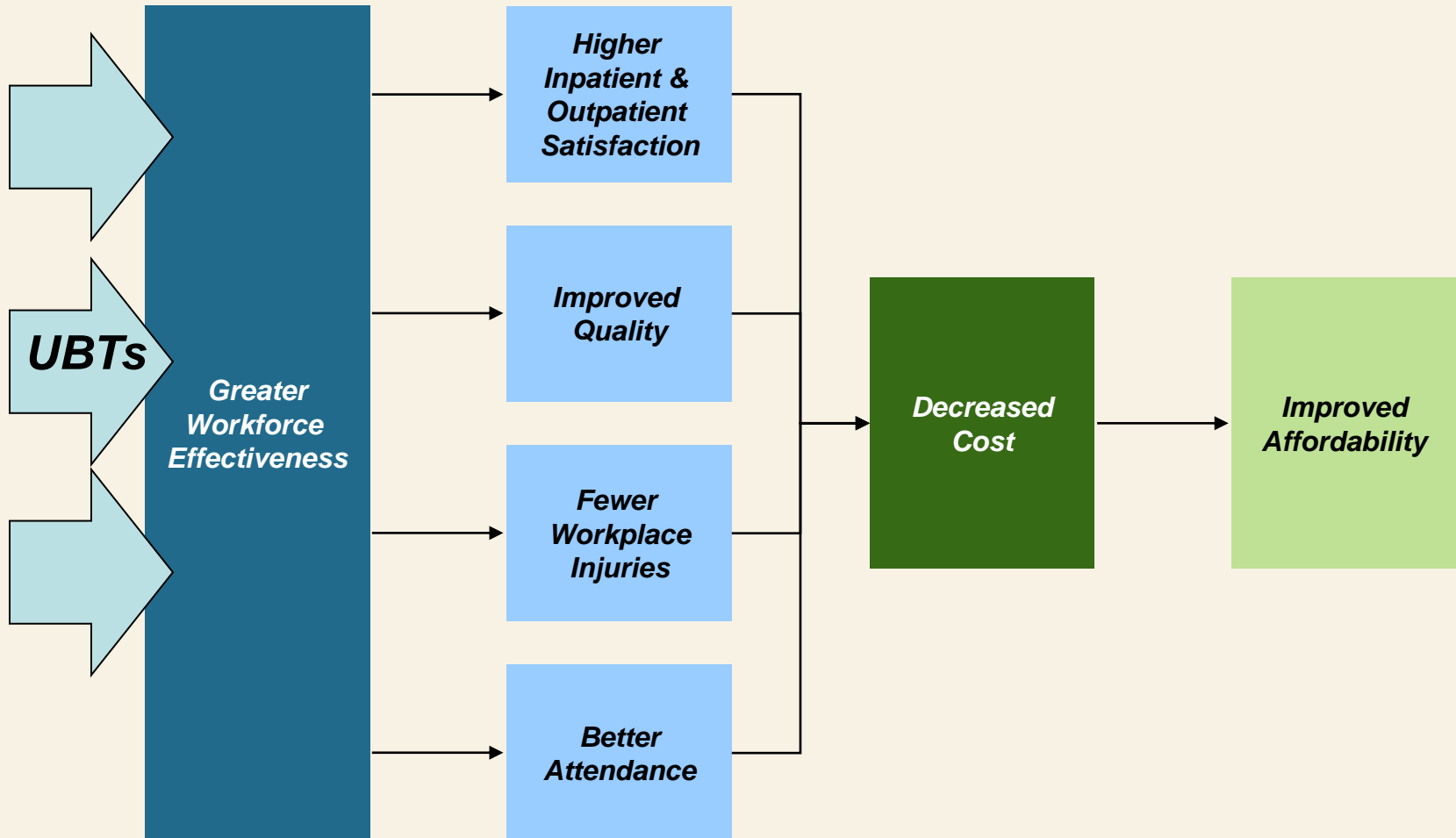
# Over 15 years, we developed without a roadmap

Partnership as operating strategy, full integration  
at every level of unions and employer



No partnership,  
traditional labor relations

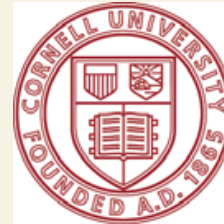
# The Theory





# Recognition for our partnership

“Building a Collaborative Enterprise,” Harvard Business Review, July-August 2011



Cornell University

Case study, School of Industrial and Labor Relations, 2012



“A Strategy for Employee Engagement and Performance Improvement,” Human Resource Executive Online, Aug. 30, 2011



Federal Mediation and Conciliation Service, Presentation, December 2012

“Changing Together” Modern Healthcare, Sept., 2011



International Labour Organization

United Nations’ International Labor Organization, Presentation, November 2009



# Our Value Compass

“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”  
*Harvard Business Review*, July-August 2011

