Transformation through Partnership
KP LMP Model – Joshua Rutkoff

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Where did the Partnership come from?

Coalition of Kaiser Permanente Unions, AFL-CIO
- Umbrella organization since 1996 for 28 union locals
- Coordinates collective bargaining and negotiations of National Agreement with Kaiser Permanente

Kaiser Permanente
- Nation’s largest not-for-profit health plan
- 10 million members receiving service and care in California, Colorado, Georgia, Hawaii, Oregon, Washington state, and Washington, D.C., metro region
How we measure success

- Best Quality
- Most Affordable
- Best Service
- Best Place to Work
- Patient and Member Focus
ACA Impact

Medicare reimbursements down
Market won’t tolerate raising rates
Raise revenue through growth
Medicaid and Individuals on Exchange bring less revenue than traditional members
Pressure to both increase operational efficiency AND innovate. Ambidexterity.
Changing Competitive Environment

Consolidations: National Insurers, Regional Providers

New Entrants: Retail Pharmacies; Tech Companies, established and start-up

Collaborate or Compete?
Some Underlying Principles

Interest-Based Relationship
Unions Integrated into Decision-Making
Transparent Sharing of Data
Continuous Improvement
Human Centered Design
New Care Settings & Models

Retail Clinics
Continuum of Care
Upstream Social Determinants of Health
Community Paramedicine
Small, Flexible Use Clinics

**Critical Skills**: Consumer Focus; Digital Fluency; Collaboration; Process Improvement
Jobs of the Future Committee, SCAL

2014-15:
Automated Lab,
Receptionist of Future
Multi-Functional Healthcare Worker
Patient Navigator
Nursing Continuum of Care

2016: Spread to other KP regions
Leadership & Resources

Visible and engaged leadership & sponsorship
$30M LMP Trust Fund
Dedicated staff to support unit-based teams, workplace safety, Total Health, growth, communications, etc.

Training in all aspects of partnership: consensus decision-making, interest-based bargaining, RIM, etc.
Challenges & Opportunities

Large Organization: How to scale and spread?
Standardization versus Warranted Variation
Performance Improvement & Innovation
Spreading the partnership model
Discussion and Feedback