



# Transformation through Partnership

## KP LMP Model – Joshua Rutkoff

COALITION OF  
KAISER PERMANENTE  
UNIONS

George Washington University— April 7, 2016

# 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





## 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

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