



2017  
**UNION LEADERS  
LEADING PARTNERSHIP** | **COALITION OF  
KAISER PERMANENTE  
UNIONS**

# Critical Skills for the 21<sup>st</sup> Century

Tuesday, September 26, 2017

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# The Future is Up to Us!

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# National Workforce Planning and Development

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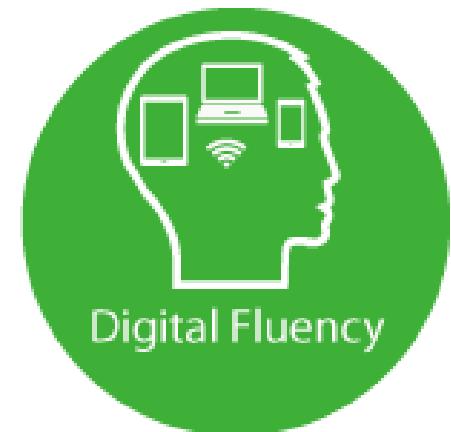
NWFPD's purpose is to enable individual and organizational success by providing the KP workforce with training and education opportunities to optimize their skills and competencies needed now and in the future.

The 2005 National Agreement negotiated a structure for workforce development and two Education Trusts

- **NWFPD provides:**
  - Career Development
  - Education Services
  - Tuition Reimbursement Administration
  - Regional Workforce Consulting

# The Critical Skills

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Digital Fluency



Process Improvement



Collaboration



Consumer Focus

# Identifying the Critical Skills

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## KP Strategy

- “Kaiser Permanente’s ability to provide world-class care to millions of members and patients is tied to our ability to perform at a high level.” -2015 Strategic Plan
- **One KP** – Put members 1<sup>st</sup> and Operate as one team
- **Consumer Digital Strategy** - providing personalized, empowering, and seamless consumer experiences supported by a robust digital foundation.
- **Vision 2025** - Deeply Connected, Simply Open, Digitally yours
- [http://insidekp.kp.org/insidekp/strategy/strategic\\_plan.html](http://insidekp.kp.org/insidekp/strategy/strategic_plan.html)

# Validating the Critical Skills

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## Internal Sources:

- KP Strategy
- Enterprise People strategy
- National risk management
- Conferences (Delegates, Frontline Skills Development, Work of the Future)
- 2015 Bargaining

## External Sources:

- Conference Board – Employability Skills
- Institute for the Future – Future Works Skills Report
- IOM – Future of Nursing report
- U.S. Department of Labor, Employment and Training Administration (ETA) – Industry Competency Models

A hand is holding a black iPhone, displaying a grid of various app icons on its screen. The apps include Bump, eBay, Chipotle, Fandango, Zillow, Wikipedia, The Weather Channel, Pandora, Lost It!, Song Player, Monopoly, Facebook, Madden '10, Fast Food, Tap Tap Fish, Phone, Mail, Safari, and iPod. The phone shows "AT&T 3G" and the time "9:42 AM".

**There's an App  
For That**

# Discussion: Drivers of Change

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What drives KP to build a strategy that requires these 4 Critical Skills?

Digital Fluency  
Consumer Focus  
Collaboration  
Process Improvement

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# Critical Skills: Driving Trends

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## *Consumer Empowerment*

- More proactive with health education and self-care management
- Increased health literacy
- Decision making, partnering with care teams
- Consider cost and value in healthcare decisions

## *Consumer Preferences*

- Diverse population, multi-generational and cross cultural
- Unique preferences, from communications to care delivery

# Critical Skills: Driving Trends

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## *Patient Engagement*

- More connection to care teams and tools for prevention, managing conditions, and staying healthy

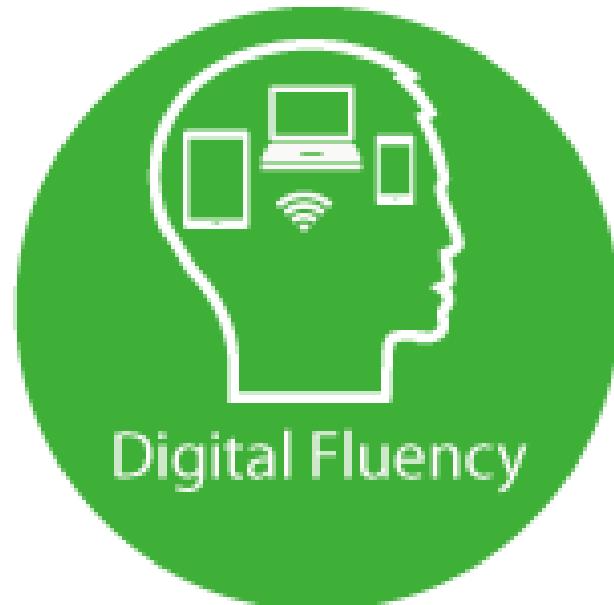
## *Technology*

- Digital technology is transforming how we deliver care

## *New care delivery models*

# Digital Fluency

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# Digital Fluency

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Our commitment to provide healthcare access ANYWHERE and the fast pace of technical innovation will continue to create new learning challenges for all healthcare workers - whether we work in a clinic, hospital, office or in the field.

Become familiar with new digital devices and increase your ability to adapt new technologies in your workplace. Learn how data management and data analytic skills will become increasingly valuable tools for our mission.



# What is Digital Fluency

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- KP's commitment to provide healthcare access ANYWHERE and the fast pace of technical innovation will continue to create new learning challenges for all healthcare workers- whether we work in a clinic, hospital, office or in the field.
- Access anywhere for members requires technical innovation.
- Adapting to new technology in the workplace is a critical skill that everyone needs.
- Become familiar with new digital devices and increase your ability to adapt new technologies in your workplace.
- Data management and data analytical skills will become increasingly valuable tools for our mission.

# Why is Digital Fluency Important

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- Helps you take control of your career development
- Digital Skills improve career mobility
- Change is continuous
- Employment security

# Digital Fluency Skills



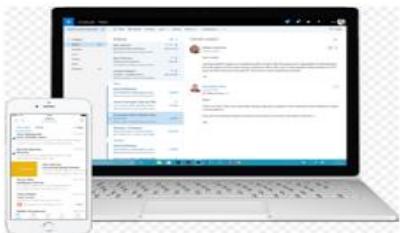
Mobile devices



Access information



Navigate user interfaces



Software programs;  
outlook email, skype

## Digital Fluency Build Your Skills



Educating patients on  
using technology



Personal health devices



Work with data; analysis,  
data visualization



Video-conferencing,  
virtual care

# Process Improvement

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# Process Improvement

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Constant evaluation and improvement of operational processes is a key attribute of successful organizations. You can be involved in discovering and implementing new ways that save time and money and increase quality. Learn how to translate innovative business concepts and capabilities into action by understanding process analysis, problem solving and persuasive communication.



# What is Process Improvement?

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- Consensus decision making/interest-based problem solving
- Performance improvement and RIM+
- UBT Consultants and Union Partnership Representatives (UPRs)
- Patient Advisory Councils
- Speaking- up culture

# Why is Process Improvement Important?

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# Your Voice Matters!

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# Collaboration

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# Collaboration

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Teams! Strategic advantage goes to those organizations that can make the best use of their talent and craft new care delivery models that align these resources with the organization's aims.

Strengthen collaboration skills and learn how to negotiate through conflict. Find out which communication techniques work best in multi-generational and virtual teams. Develop skills that are critical to team building and team management including coaching and peer feedback.



# What is Collaboration?

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- Collaboration—the ability to work productively with others—is critical to success at Kaiser Permanente.
- The successful implementation of our vision, mission, and values is reflected in the efforts of many different teams, each dependent on each other and working **collaboratively** along a common line of sight, to achieve commonly shared goals.
- Increasing collaboration **within your team** is the best way for you to ensure you achieve your team goals.

# Why is Collaboration Important?

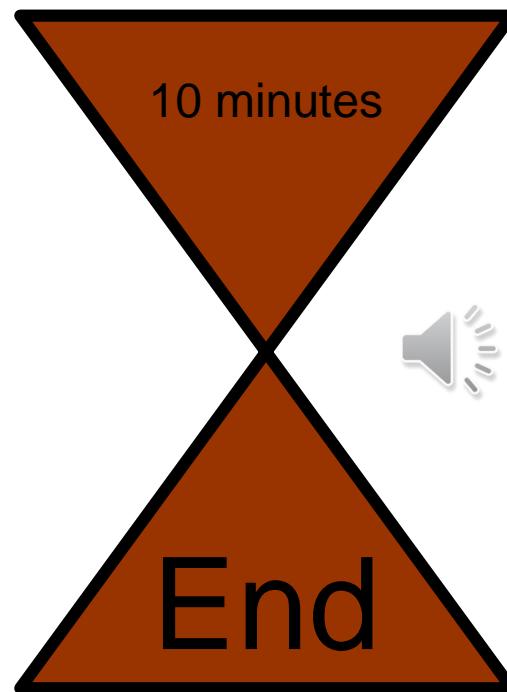
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- Modern health care is a constantly changing environment, requiring quick responses to competitive pressures, technological advances, changing regulations and evolving public policy.
- As health care rapidly changes, union members, managers and physicians are working together to meet future challenges. Together we are planning for the workforce of the future and retooling and retraining staff.

# Collaboration Challenge

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# Collaboration Skills

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# How Collaboration is Happening at KP

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Member co-design

Team based care

UBTs

Communities

Cross functional teams

External partners

# Consumer Focus

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# Consumer Focus

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Delivering great care requires us to engage and connect with our members. The more we understand our customers' concerns, the better the outcomes. Grow your skills in active listening, empathy, positive inquiry, and cross cultural communication.



# What is Consumer Focus

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- Consumer Focus is part of a critical portfolio
- Consumers have many expectations – especially when it comes to care and coverage
- Delivering great care requires us to engage and connect with our members
- Consumer Focus is about growth in the areas of active listening, empathy, positive inquiry and cross cultural communication skills.

# Why is Consumer Focus Important?

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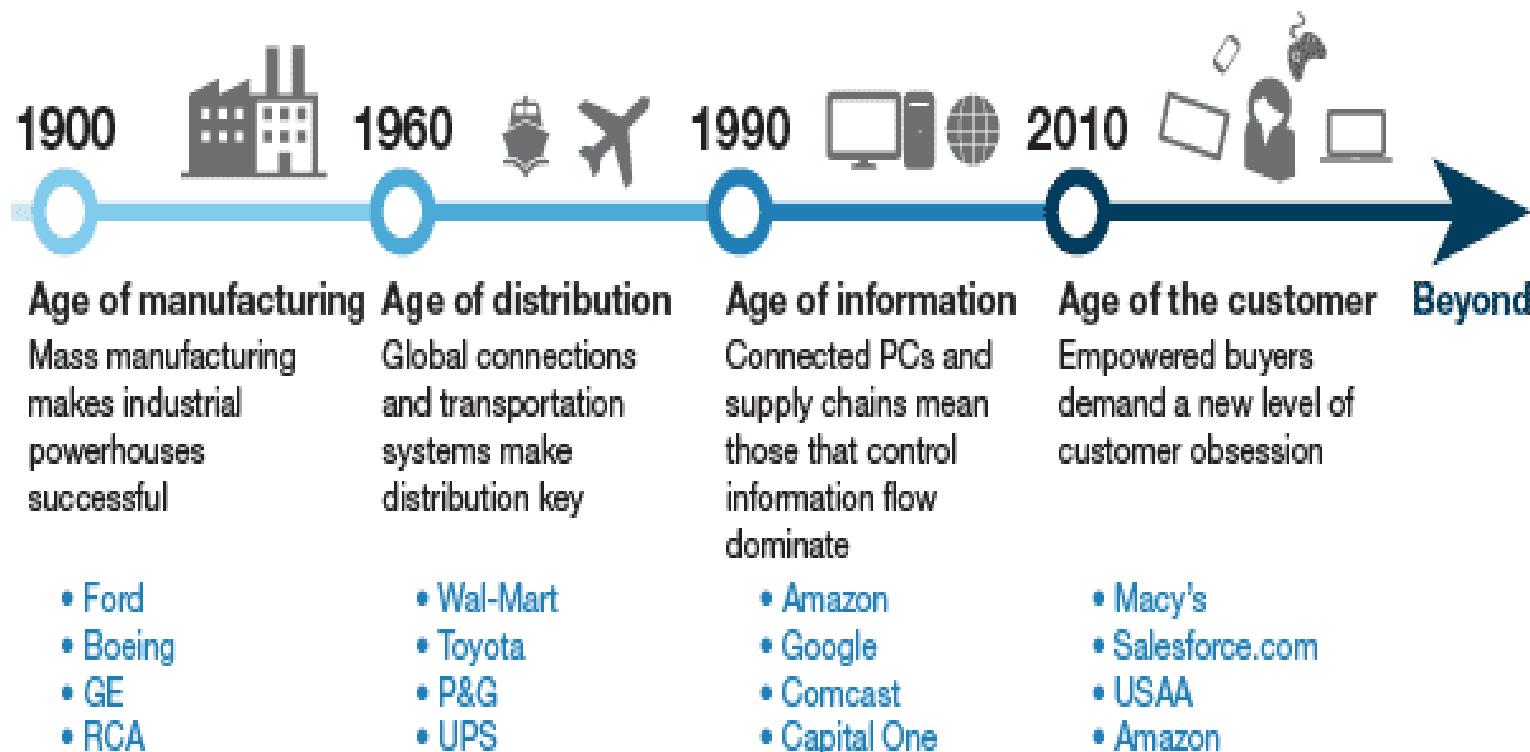


- Delivering great care requires us to engage and connect with our members.
- The more we understand our customer's concerns, the better the outcomes.



Once upon a time only the parties involved and those closely associated were privy to the details associated with a consumer's experience. Not anymore.

# We are in the Age of the Consumer



# Consumer Mindset



Our mission is to provide high-quality, affordable health care services and to improve the health of our members and the communities we serve

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# Best Experience. Everywhere, Every Time

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The KP Experience our members expect and deserve- and really important for us to have the *same experience at work!*



## RESPECT ME

Provide immediate greeting and warm acknowledgement.

Speak positively, building trust and confidence.

If experience falls short, own it!

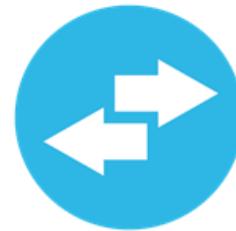


## KNOW ME

Ask about and listen to what matters.

Personalize the experience and honor preferences.

Give choices and options.



## GUIDE ME

Anticipate needs and offer help.

Ensure understanding and summarize next steps.

Provide seamless transitions.



# Delivering the Skills – KPCareerPlanning.org

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NATIONAL  
**WORKFORCE PLANNING  
AND DEVELOPMENT**

## Kaiser Permanente Career Planning

[Home](#) [Career Builder](#) [Regional Resources](#) [Career Paths](#) [Critical Skills](#) [Tuition Reimbursement](#)



### Critical Skills

Welcome to the Kaiser Permanente Career Planning Critical Skills section. As we look forward to the changes affecting our industry and KP's evolving methods of care delivery, employees ask "How can I prepare myself for these changes?" We think you'll find ample opportunities here to sharpen your skills in support of your own development and career mobility as well as aligning with KP Strategy. Through the following suggested Kaiser Permanente resources, you will become more familiar with the Critical Skills needed to navigate our changing healthcare industry. Take courses at your own pace.



Consumer Focus



Digital Fluency



Collaboration



Process Improvement

# Education Trusts – BHMT & the EdFund

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- The **Ben Hudnall Memorial Trust** and **SEIU-UHW West & Joint Employer Education Fund** are KP's two Taft Hartley Education Trusts, providing services to over 115,000 KP employees since 2007. Both Trusts support life-long learning and provide opportunities for participants to directly engage in their own career development.
- Programs are available in Degree completion, Cohort training, Academic programs, Skill enhancement, Continuing Education and Career Counseling
- In 2016, BHMT and the Ed Fund had a combined total of 62,000 program enrollments.

# Beating the Odds!

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