



IHI National Forum

Dec 10, 2024

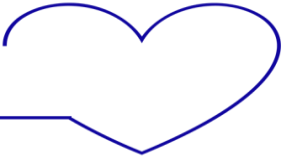
LABOR MANAGEMENT PARTNERSHIP AND UNIT-BASED TEAMS AT UMASS MEMORIAL



UMass Memorial Health



OUR SYSTEM



UMass Memorial Health (UMMH) is a 1200+ academic medical system

Based in Worcester, Massachusetts

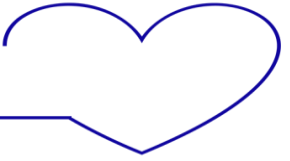
Largest employer in the region (>17,000)

Safety net provider, and clinical partner of UMass Medical School

Committed to becoming the best place to give care and get care



OUR UNION



SHARE is the largest union at UMMH

3300+ members

Based in Central Massachusetts

Formed in 1997
Affiliated with AFSCME

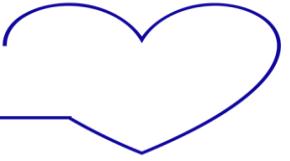
100+ titles Including PCAs, ASRs, MHAs, LPNs, MOAs, Rad Techs, and Billers

Organized around the values of solidarity & voice

Taking care of each other and participating in decisions at work



HOW OUR PARTNERSHIP CAME TO BE



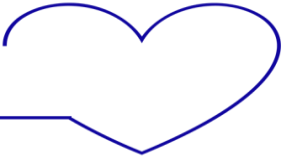
In 2016, close to its 20-year anniversary, SHARE had much to celebrate:

- Region-leading wages and benefits
- Expansive work security (“swaps”)
- Innovative alternative dispute-resolution process (“problem-solving”)
- Collaborative relationships at the top (“jointness”)

But had we changed the way it felt to be at work?



OUR SHARED SET OF PROBLEMS



We found ourselves facing:

- **A disengaged workforce** that resisted improvements that they perceived as being done to them
- **Unreliable processes and inconsistent outcomes**
- **Poor patient experience** in many areas
- **Strained labor relations**



WE FOUND KP'S LABOR MANAGEMENT PARTNERSHIP

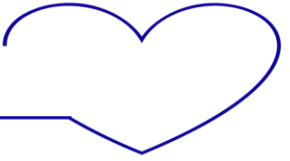


**Established in 1997 between Kaiser Permanente
and many union partners (>100,000 workers covered)**

Chosen by the parties over a national strike (“Plan A” vs “Plan P”)

Over 3,500 Unit Based Teams (UBTs) running thousands of improvement projects

OUR PARTNERSHIP



We formed our Labor Management Partnership in 2016 with goals to:

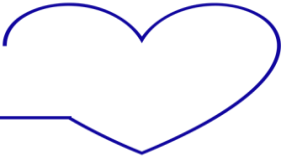


Bring “frontline SHARE employees into the job of improving the work as **respected partners**”



Create “a culture where all employees treat each other with **kindness and respect**”

UNIT BASED TEAMS: CENTERPIECE OF THE LMP

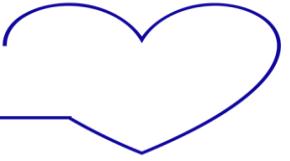


Our aim is to...

- Create an invigorating work culture
- Make partnership real at the frontline
- Organize a social movement for improvement from the ground up
- Improve work experience by improving work quality



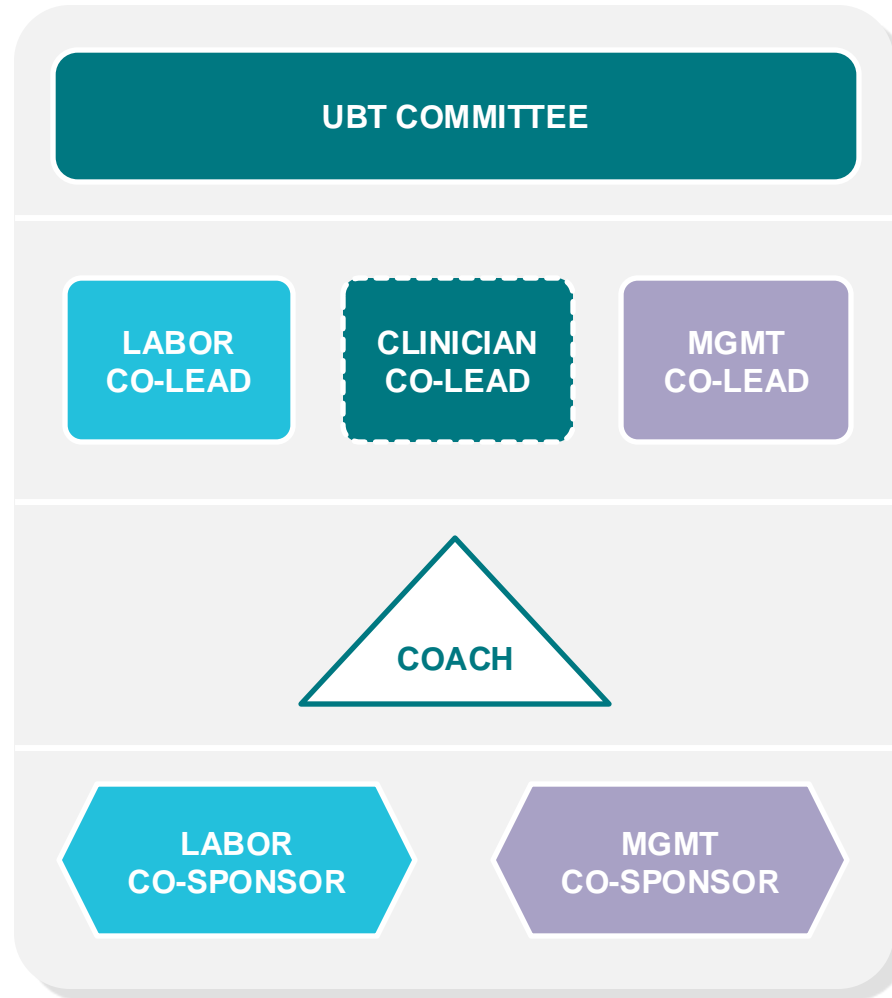
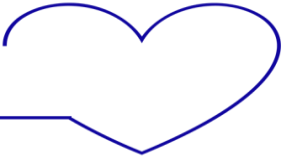
WHAT IS THE POINT OF A UBT?



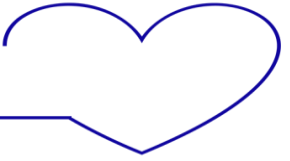
The goal of a UBT is to improve how caregivers feel at work by engaging them at a deep level in measurably improving the work itself.



UBT STRUCTURE AND SUPPORT SYSTEM



HOW DOES A UBT WORK?



Most meet 30 mins every other week



Most work on 2-3 major issues at a time



Most UBT Committees have stable membership



Co-leads jointly facilitate, decisions are made by consensus



Co-leads meet to prep on the off week, sometimes with co-sponsors

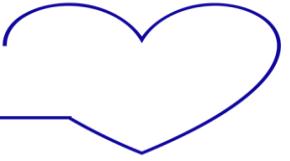


Issues are chosen by UBT Committee, with input from co-sponsors and broader department

BUT ARE THEY MAKING A DIFFERENCE?



MEASURABLE PROJECT IMPACTS



The **Diabetes** UBT standardized the way they processed prescription refill requests, **reducing wait times by 83%**.

The **Barre Health Center** UBT standardized the way they processed DME orders, nearly eliminating the formerly chronic problem of missing orders and **reducing average turnaround time from 16.2 days to 3 days, an 81% reduction**.

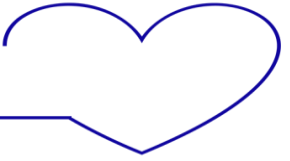
The **University CT** UBT turned a hallway alcove into a patient IV prep area, improving flow on and off the CT table and **reducing outpatient wait times by 20%** despite a substantial increase in patient volume.

The **Mammography** UBT created a preset specimen order for breast surgeons, **reducing time spent under anesthesia for patients who previously had no specimen order by 25+ mins**.



"The effort up front is truly **an investment** that pays big dividends. We may 'lose' an hour of 'productivity' every week by making this protected time, but **this team gets more accomplished in the remaining 39 hours than they ever would have in 40 hours without the UBT.**"

IMPACT IN CAREGIVER SURVEYS



In recent staff survey, UBT departments showed:

- **2x increase in Engagement**
- **4x increase in Leader Index**



Where the UBT advantage shows up most strongly:

“I am involved in decisions that affect my work.”

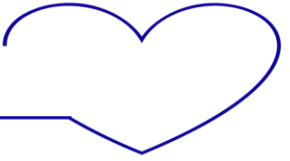
“This organization treats employees with respect.”

“Senior management provides a work climate that promotes patient safety.”



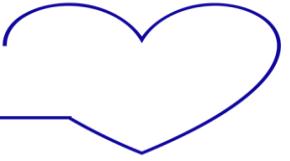
** From 3/20 PG Caregiver Engagement Survey, UMMH*

IMPACT IN LABOR RELATIONS

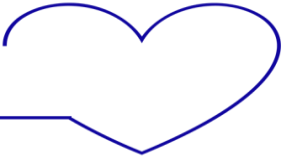


Meeting with US Sec of Labor Julie Su, June 2024

IMPACT ON HOW IT FEELS TO BE AT WORK



SO HOW ARE UBTs DIFFERENT?



Shared ownership: co-led, co-sponsored, consensus-based

Leverages multiple leaders, networks

Makes it easier to talk about hard things

Solves big problems, but in a way that:

**Builds team
capacity for
action,
reflection,
leadership**

**Refreshes
manager and
union rep roles**

**Combats
pervasive
hierarchies**

**Strengthens
psychological
safety**

Parting Gifts from SHARE Union / U Mass Memorial

UNIT BASED TEAM TOOLKIT

The resources below guide you through creating and improving your department's UBT.

ORIENTATIONS, CHARTER AND PATH TO PERFORMANCE

- [Tool 13](#) - Orientation for co-sponsors
- [Tool 14](#) - Orientation for co-leads
- [Tool 15](#) - Orientation for department
- [Charter Sample](#)
- [Path to Performance](#)
- [UBT PtP 2 level look](#)

LEVEL 1 TEAM RESOURCES - LAUNCHING



Participants from the third installment of the Unit Based Teams Co-Sponsor Co-Lead Training



<https://www.sharehospitalunion.org/ubt-toolkit>



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