

Kaiser Permanente’s National Workforce Planning & Development enables both individual and organizational success by providing career development and education opportunities for the workforce, skills needed now and in the future. We are pleased to work closely with KP’s two union education trusts in developing programs for eligible employees. We also support the individual aims of employees by promoting and managing tuition reimbursement for our organization. Our department is managed in partnership as negotiated in the 2005 LMP National Agreement.

INITIATIVES

**SHINE:** At our 2016 Workforce of the Future Conference, Dr. Nolan Chang (SCAL) promoted the value of work-based teams by asking the more than 200 participants, “How much easier is going through change when you don’t have to do it alone?” Participants were challenged to think about care delivery in new ways. Detroit Energy shared how partnership drives its workforce forecasting methodology. Workforce innovations from every KP Region were showcased and sparked interest and dialogue among the attendees. To learn more go to: <http://kpworkforce.org/WoFC/2016/>



Save the date for the 2017 Workforce of the Future Conference: Wednesday, November 1st in Northern California.

Tuition Reimbursement with Travel Option:

With the union negotiated option to use \$500 of TR money for travel related to Continuing Education, over 6,500 employees traveled to conferences and workshops to further their education and gain CEUs. Overall, 6.5% of the total eligible KP population utilizes TR for CEUs, thanks to this bargained benefit.



Building Regional Infrastructure:

NWFPD obtained funding from the LMP Trust to hire a project manager in each region to advance the Workforce of the Future program. The project managers will assist the regional workforce committees in reaching their Work of the Future goals for the year. Each workforce committee will work with its regional Labor-Management Council co-leads to align Workforce of the Future activities with strategic regional objectives.

Nurses Rethink Care Delivery

Front line employees have great ideas about how to improve patient care and service. With help from the Ben Hudnall Memorial Trust (BHMT) and KP’s Innovation and Advanced Technology Department, UNAC nurses learned the principles of human-centered design, to see issues from the patient’s point of view and to identify gaps between what the patient actually experiences and the objectives of a care plan. Nurses interviewed an interdisciplinary team of physicians, pharmacists, administrators, social workers and a variety of geriatric patients to map the patient journey from hospital admission to discharge. They focused on the lack of in-home support for many patients’ discharge plans and how that leads to hospital readmission. Then the nurses discussed what each member of the interdisciplinary team could do to improve workflows, and the value of designating a nurse to educate the patient and family from the moment of hospital admission about patient needs after discharge. Nurse recommendations were accepted by Woodland Hills senior leaders. The new transition care navigator position will be piloted in Spring 2017.

## KP TUITION REIMBURSEMENT

NWFPD manages tuition reimbursement for 175,000 of the approximately 190,000 eligible KP employees. Use of tuition reimbursement has increased overall by over 40% over 2015 following significant changes in the benefit in 2016. The online application available through My HR makes the benefit convenient to use and easy to find, and KPcareerplanning.org provides personalized benefit details, policy and process information.

### 2016 APPLICATIONS

|                                 | CO    | GA  | HI    | MAS   | NCAL   | NW    | SCAL   | PO  | KPIT | TOTAL  |
|---------------------------------|-------|-----|-------|-------|--------|-------|--------|-----|------|--------|
| <b>Associate's Degree</b>       | 337   | 268 | 38    | 357   | 1,893  | 476   | 2,074  | 100 | 68   | 5,611  |
| <b>Bachelor's Degree</b>        | 515   | 336 | 116   | 610   | 3,236  | 748   | 4,277  | 268 | 130  | 10,236 |
| <b>Master's Degree</b>          | 252   | 218 | 25    | 372   | 1,773  | 330   | 2,458  | 230 | 109  | 5,767  |
| <b>Doctorate Degree</b>         | 44    | 10  | 12    | 52    | 280    | 50    | 529    | 21  | 16   | 1,014  |
| <b>Certification or License</b> | 127   | 23  | 160   | 706   | 1,377  | 212   | 1,120  | 18  | 33   | 3,776  |
| <b>CEU</b>                      | 874   | 28  | 970   | 2,494 | 13,373 | 2,302 | 7,920  | 9   | 7    | 27,977 |
| <b>Basic Skills</b>             | 18    | 4   | 34    | 227   | 288    | 52    | 194    | 10  | 3    | 830    |
| <b>Advanced Skills</b>          | 75    | 2   | 69    | 226   | 1,092  | 253   | 721    | 36  | 35   | 2,509  |
| <b>Certificate Program</b>      | 170   | 46  | 96    | 390   | 1,125  | 179   | 998    | 192 | 91   | 3,287  |
| <b>CME/CPE/PDU</b>              | 353   | 10  | 73    | 448   | 1,005  | 185   | 913    | 1   | 11   | 2,999  |
| <b>Grand Total</b>              | 2,765 | 945 | 1,593 | 5,882 | 25,442 | 4,787 | 21,204 | 885 | 503  | 64,006 |

Footnotes:

\*Course applications are based on date of submission

\*Transfers/job changes may impact Regional data

\*Duplicate/Withdrawn applications are included

### FIELDS OF STUDY – TOP 10\*

|   | CO    | GA  | HI    | MAS   | NCAL   | NW    | SCAL   | PO  | KPIT | TOTAL  |
|---|-------|-----|-------|-------|--------|-------|--------|-----|------|--------|
| <b>Nursing</b>                          | 664   | 549 | 974   | 1,839 | 8,219  | 1,736 | 8,606  | 22  | 4    | 22,613 |
| <b>Business</b>                         | 461   | 168 | 48    | 489   | 2,038  | 395   | 2,314  | 634 | 205  | 6,752  |
| <b>Psychiatry / Psychology</b>          | 124   | 12  | 45    | 148   | 3,019  | 346   | 1,208  | 13  | -    | 4,915  |
| <b>Physical Therapy</b>                 | 76    | 2   | 42    | 229   | 2,383  | 285   | 1,443  | -   | -    | 4,460  |
| <b>Allied Health</b>                    | 207   | 30  | 51    | 447   | 1,697  | 293   | 1,172  | 19  | -    | 3,916  |
| <b>Social Work</b>                      | 37    | 5   | 33    | 390   | 1,164  | 389   | 948    | 5   | -    | 2,971  |
| <b>College - General</b>                | 115   | 47  | 17    | 165   | 948    | 221   | 750    | 86  | 71   | 2,420  |
| <b>Optometry / Ophthalmology</b>        | 137   | -   | 2     | 277   | 1,171  | 63    | 898    | -   | -    | 2,548  |
| <b>Health Education / Gen Education</b> | 167   | 15  | 47    | 241   | 887    | 261   | 700    | 23  | 3    | 2,344  |
| <b>Pharmacy</b>                         | 285   | 19  | 69    | 462   | 276    | 143   | 1,005  | -   | -    | 2,259  |
| <b>Total</b>                            | 2,273 | 847 | 1,328 | 4,687 | 21,802 | 4,132 | 19,044 | 802 | 283  | 55,198 |

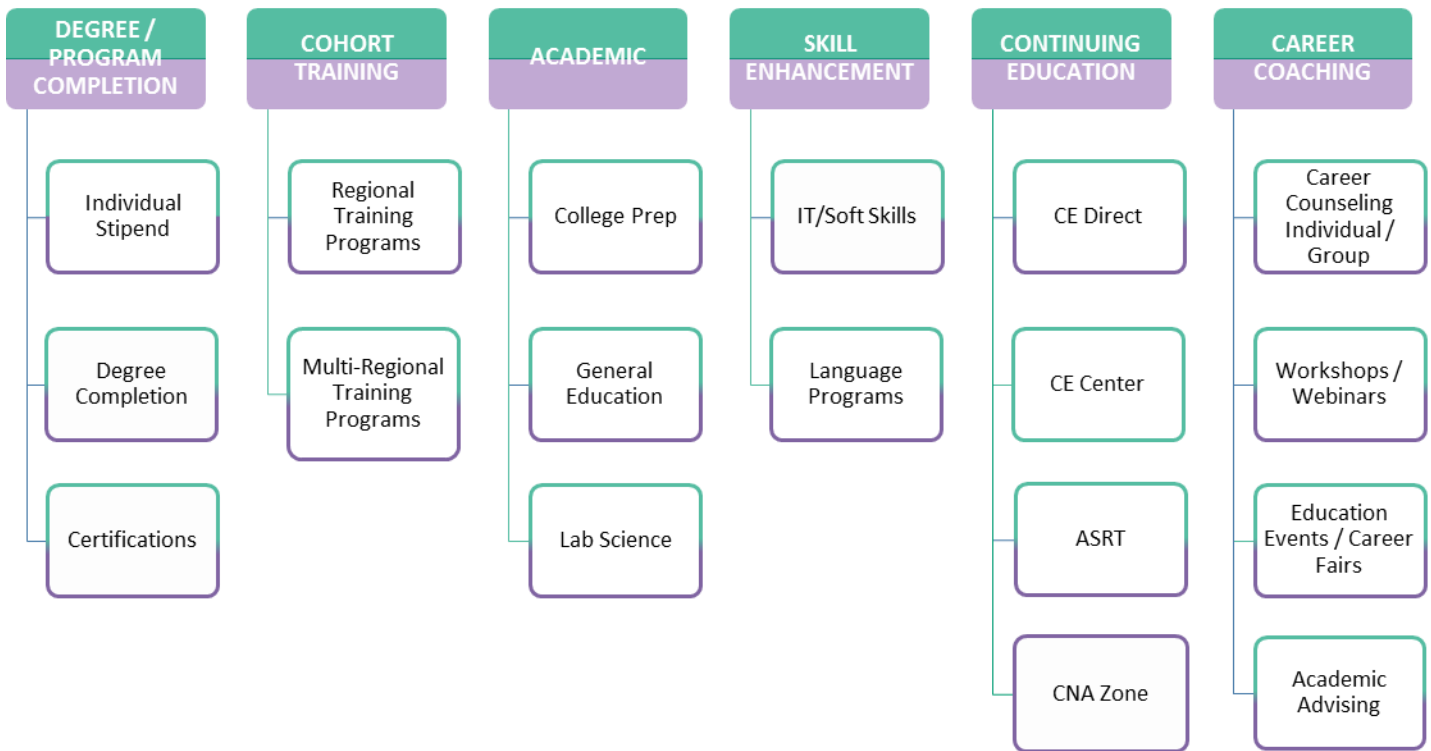
\*Full list available on request

**TAFT HARTLEY EDUCATION TRUSTS**

The **Ben Hudnall Memorial Trust** and **SEIU-UHW West & Joint Employer Education Fund** are KP’s two Taft Hartley Education Trusts, providing services to 104,000 KP employees since 2007. Both Trusts support life-long learning and provide opportunities for our participants to directly engage in their own career development.

- BHMT and the Ed Fund have a combined total of 61,832 program enrollments in 2016.

**PROGRAM MAP\***



\* Ben Hudnall Memorial Trust programs are in teal. SEIU-UHW West & Joint Employer Education Fund programs are in lavender.

**PROGRAM ENROLLMENTS BY INTENT**

Our programs offer a broad range of flexible, complementary opportunities that participants can mix and match to successfully manage their individual career development.

|                               | Training for a New Job | Certification / Licensing | Education Enhancement | Skill Enhancement | Career Counseling | Total  |
|-------------------------------|------------------------|---------------------------|-----------------------|-------------------|-------------------|--------|
| <b>BHMT Enrollments</b>       | 450                    | 596                       | 3,504                 | 13,370            | 11,909            | 29,829 |
| <b>% of total enrollments</b> | 1.5%                   | 2.0%                      | 11.7%                 | 44.8%             | 39.9%             | 100%   |
| <b>Ed Fund Enrollments</b>    | 550                    | 397                       | 1,427                 | 27,064            | 2,565             | 32,003 |
| <b>% of total enrollments</b> | 1.7%                   | 1.2%                      | 4.4%                  | 84.5%             | 8.0%              | 100%   |

**ENROLLMENTS BY PROGRAM – BEN HUDNALL MEMORIAL TRUST**

|                                   | CO    | GA    | HI  | MAS   | NCAL  | NW    | SCAL   | TOTAL  |
|-----------------------------------|-------|-------|-----|-------|-------|-------|--------|--------|
| <b>Degree/Program Completion</b>  | 88    | 174   | 33  | 260   | 164   | 150   | 1,044  | 1,913  |
| <b>Cohort Training</b>            | 85    | 36    | 40  | 309   | 43    | 33    | 286    | 832    |
| <b>Ben U Academic</b>             | 52    | 133   | 13  | 335   | 80    | 126   | 1,133  | 1,872  |
| <b>Ben U Skill Enhancement</b>    | 108   | 158   | 20  | 638   | 690   | 282   | 2,786  | 4,682  |
| <b>Ben U Continuing Education</b> | 236   | 534   | 97  | 901   | 124   | 952   | 5,034  | 7,878  |
| <b>Career Counseling</b>          | 1,429 | 1,137 | 181 | 2,243 | 541   | 962   | 6,159  | 12,652 |
| <b>TOTAL</b>                      | 1,998 | 2,172 | 384 | 4,686 | 1,642 | 2,505 | 16,442 | 29,829 |

**ENROLLMENTS BY PROGRAM – SEIU-UHW WEST & JOINT EMPLOYER EDUCATION FUND**

|                                  | CO    | NCAL   | NW     | SCAL  | TOTAL  |
|----------------------------------|-------|--------|--------|-------|--------|
| <b>Degree/Program Completion</b> | 42    | 243    | 174    | 41    | 500    |
| <b>Cohort Training</b>           | 20    | 230    | 100    | 0     | 350    |
| <b>Academic</b>                  | 109   | 678    | 409    | 227   | 1,423  |
| <b>Skill Enhancement</b>         | 611   | 4,673  | 3,047  | 903   | 9,234  |
| <b>Continuing Education</b>      | 407   | 8,901  | 8,422  | 201   | 17,931 |
| <b>Career Counseling</b>         | 266   | 1,323  | 794    | 182   | 2,565  |
| <b>TOTAL</b>                     | 1,455 | 16,048 | 12,946 | 1,554 | 32,003 |

**NEW PROGRAMS APPROVED FOR FUNDING**

| BHMT COHORT TRAINING (RTPs)  | DESCRIPTION  | TYPE              |
|--|--|-------------------|
| <b>REGIONAL TRAINING PROGRAMS</b>                                      |  |                   |
| PT-Pelvic Health Training Program/OB training                          | Region-wide program to allow UTSC members to receive training, take exam and pass to attain certification to treat pelvic health/OB patients.  | Allied Health     |
| Blood Bank Basics  | 2-day program to upgrade knowledge of antigens/antibodies and ensure adherence to state guidelines.  | Allied Health     |
| Blood Bank Intermediate  | 2-day program to upgrade knowledge of antigens/antibodies and ensure adherence to state guidelines.  | Allied Health     |
| Cross Training for Pharmacy Technicians                                | Program offering 12- to 15-week didactic at a local community college, be able to work 40-hours a week (for 4 – 6 months) in Pharmacy as a trainee with a preceptor.                     | Allied Health     |
| Dry Needling   | 20 therapists to receive training and offer this treatment option to our members.  | Allied Health     |
| Interventional Radiology (IR) Cross-Training and Certification Program | Cross-training program teaches radiology technologists to perform a variety of diagnostic imaging tests.   | Allied Health     |
| LPN 2017-2018  | Provide training into positions in new bargaining unit (Techs, Imaging Assistants and Security Officers to LPN).   | Allied Health     |
| Medical Assistant Certification for Clinical Assistants                | NOVA Community College to provide 650 Clinical Assistants with training for enhancement of clinical skills and qualifies them to sit for the certification test as a Medical Assistant.  | Allied Health     |
| Orthopedic Technician Cross Training                                   | Provide both didactic and clinical experience to train current employees (Clinical Nursing Assistants) to function as Ortho Technicians.   | Allied Health     |
| Physical and Occupational Therapy Board Certification #2               | This program will provide training for Physical Therapists for a board certification in a specialty area of Physical Therapy such as Orthopedics and Women's Health.                     | Allied Health     |
| PT Level 2 Dry Needling  | The Colorado State Physical Therapy Practice Act requires therapists to complete both Level 1 and Level 2 training to be able to continue using dry needling in their clinical practice. | Allied Health     |
| Regional IR Cross-Training and Certification Program                   | Regional pilot with Advanced Health Education Center (AHEC) to provide radiologic technologists training & certification in IR.  | Allied Health     |
| Tobacco Cessation Addiction Counselor 2 Day Training                   | Provide therapists with the skills to address smoking rates in individuals with a mental illness or addiction from a new perspective.  | Behavioral Health |
| ACT Training for Psychotherapists in Behavioral Health                 | Provide clinicians Acceptance and Commitment Therapy (ACT) foundations and training to implement ACT tactics with clients to improve client outcomes.                                    | Behavioral Health |
| Eating Disorders Skills Enhancement 1 Day Class                        | Provide training covering the diagnosis and initial treatment for eating disorders.  | Behavioral Health |
| Venipuncture Certification   | Provide MRI techs with didactic training for venipuncture certification.   | Behavioral Health |

|   |   |         |
|---|---|---------|
| CAPA & CPAN Certifications                                  | Two-day instructor-led class preparing participants for Peri-Anesthesia Certification (CAPA or CPAN).   | Nursing |
| Cardiology Residency Program                                | Increase residents' comfort with clinical skills, thereby enhancing their critical thinking abilities and communication with the health care team.  | Nursing |
| Certification in Moderate Sedation Administration #2        | Prepare participants for administration of Moderate Sedation Certification.   | Nursing |
| Certified Lactation Specialist Program #3                   | 45-hour online course and successfully passing the exam will result in a certificate as a Certified Lactation Specialist.   | Nursing |
| Chemotherapy/Biotherapy Certification Course (ONS)          | 16-hour, self-paced module in Chemo/Biotherapy with module test and three-day classroom session.  | Nursing |
| CNOR Certification  | Two-day instructor-led class preparing participants for Operating Room Nurse Certification (CNOR).  | Nursing |
| Geriatric Care Transition Coordinator Program               | Provide training on process improvement, empathy mapping and other analytic tools including practice implementation.  | Nursing |
| Geriatric Resource Nurse Program                            | Provide 20-hours of specialty training for RNs, enabling them to function as a unit expert, patient advocate and role model in the care of the elderly.   | Nursing |
| Health Stroke Scale Training                                | 4-hour, self-paced module in the NIH Stroke Scale in preparation for the NIHSS Certification.   | Nursing |
| Oncology Residency Program                                  | Increase residents' comfort with clinical skills, enhancing their critical thinking abilities and communication with the health care team.  | Nursing |
| PCS Research, Professional Practice and Education Residency | Provide direct and individualized education competency and strengths over a 6-month residency.  | Nursing |
| Perioperative Nurse Residency Program                       | Provide a 12-month program that encompasses skill sets and formal training in a highly specialized area. The residency program will foster growth and development.                                      | Nursing |
| Primary Care Wound Care Design Program                      | Provide increased knowledge and confidence base to the Primary Care RN, LVN, and Medical Assistant who will work in the modules and nurse clinic caring for patients who have simple to complex wounds. | Nursing |
| Psychiatric-Mental Health Nursing Review and Certification  | Enable 8 Behavioral Health Nurses (RNs) to obtain certification in the subspecialties of Behavioral health nursing, enhancing their ability to respond to the critical needs of patients.               | Nursing |
| RN First Assistant Training Program                         | 6-day course (lecture, lab & preceptorship) providing RNs the knowledge and techniques essential to become a Registered Nurse First Assistant.  | Nursing |

|   |  |                           |
|---|--|---------------------------|
| Sedation Certificate                          | One-day instructor-led class preparing participants for Moderate Sedation Certification.   | Nursing                   |
| A Taste of Motivational Interviewing          | Training to give clinicians Motivational Interviewing foundations and training to implement MI tactics with clients  | Nursing and Allied Health |
| Blueprint for OASIS Accuracy Workshop         | Provide comprehensive OASIS documentation training to home health nurses and therapists in accuracy of completing the OASIS assessment, a key component of the KPNW OASIS Improvement Plan.  | Nursing and Allied Health |
| HERT (Hospital Emergency Training) Program #2 | Provide the healthcare emergency receiver with an understanding of the relationship between a Hospital Incident Command System (HICS), a scene Incident Command System (ICS) and other incident management systems used by municipal Emergency Operations Centers (EOC). | Nursing and Allied Health |
| Creative Problem Solving #2                   | 1-day seminar for employees in restructuring situations to enhance their problem-solving skills.   | Other                     |



NEW PROGRAMS APPROVED FOR FUNDING

| ED FUND COHORT TRAINING  | DESCRIPTION   | TYPE          |
|--|---|---------------|
| <b>REGIONAL TRAINING PROGRAMS</b>                              |   |               |
| Medical Lab Tech Apprenticeship                                | An accelerated (1 year) MLT program being delivered as a nationally registered apprentice program. Sponsored by KP Colorado and SEIU Local 105, the program began in August 2016. We will be sponsoring another cohort in 2017.   | Allied Health |
| Medical Coding Apprenticeship                                  | Designed to give Coder I's both the training and the practical experience to move smoothly into Coder II positions. The six-month program began in early March And ended in September.  | Allied Health |
| Interventional Radiology Cross- training                       | Takes imaging techs without prior experience in IR and puts them through a full-time, six-month program that is very heavy on clinical work, combined with a short classroom experience and concluding with review for the ARRT specialty exam. In 2017, we began a new cohort with enhanced classroom education. | Allied Health |
| MRI Cross-training   | Year-long program consists of 8 months on online classroom course work through Cal State Northridge, followed by 640 hours of clinical precepting. A second cohort of this program began last fall.   | Allied Health |
| Certification courses for respiratory therapists               | Preparatory classes in Northern and Southern California for respiratory therapists seeking the ACCS, NPS and RRT certifications. We had 183 enrollments from 88 therapists. Program included the cost of their exams.   | Allied Health |
| Healthcare Interpreter Training, Northern CA                   | Provided 6 hours of CCHI approved continuing education training. Curriculum focused on ethics, dealing with difficult encounters and specialty topics including oncology, cardiology and neurology.   | Allied Health |
| Test of Essential Academic Skills (TEAS) Support (all regions) | Developed a package of resources for pre-nursing students who must perform well on the TEAS examination to be admitted into ADN/BSN programs. Resources include 1:1 coaching, ATI-approved study guide and online support.  | Allied Health |
| Medical Assistant Skill Certification                          | Bundled courses selected for medical assistants by the Ed Fund and KP management, delivered through KP Learn. MAs receive a certificate after completion of the series.   | Allied Health |