



Innovative New Attendance Policy Values Collaboration over Discipline

When we work in coalition with our fellow unions and in partnership with Kaiser Permanente, we can lead the way in designing innovative new policies that benefit all of us and move us away from an overly-punitive policy focused on quotas and discipline. Our work with OPEIU and UFCW as labor partners on the Attendance Committee led the way to a new agreement with Kaiser Permanente around a one-of-a-kind productivity-based attendance policy, which includes:

- A culture shift which encourages managers to work collaboratively with us to address barriers to good attendance and support us being present at work.
- A non-punitive, shared approach to attendance.
- Getting rid of the metrics of 6 occurrences and 3% time loss as the basis for automatic discipline
- Giving managers discretion to excuse absences that are beyond our control (eg. extreme weather or car accidents).
- A commitment to utilize just cause and progressive discipline if corrective action become necessary.
- A process for phasing out old attendance-related disciplines we may already have on file.

This is a pilot program and we will evaluate its success after a year to determine if any adjustments need to be made.

NEXT STEPS: All managers and union delegates will go through in-depth training to become familiar with the process. Everyone else will receive a copy of the policy and FAQ guide. The new policy will go into effect March 1.

When we're united together in our union we have a voice to speak out on the issues that matter to us and make real change that benefits all of us. By keeping our union strong, we will be ready to continue improving our work as we go into bargaining this year.



"It's been a long road to get to where we are today, but we are excited to launch this new policy! We feel good about the collaborative bargaining process we engaged in with Kaiser Permanente leadership and the other unions, and the results are a whole new culture change when it comes to how we approach attendance and absenteeism."

**Teri Murray, Liaison RN,
Kitsap Care Management**

Late Arrivals Grievance Update

When we enforce our contracts, we all benefit! While the old Kaiser Permanente attendance policy allowed late arrivals (1-minute late) to be treated as a performance issue, some managers were issuing disciplines if we had more than 5 in a 5-month period. We filed a grievance and won a settlement agreement stating that those disciplines would be removed from our files when the new attendance policy was implemented. Even though the new policy won't be implemented until March 1, management agreed that any disciplines issued solely for late arrivals would be removed from our files in early January. If you had a discipline for late arrivals, you can ask your manager to verify that it was taken out of your file.

Improvement in Our Ability to Use Medical Appointment Time Off

When we identified issues with staff being able to be approved for time off for medical appointments at the Olympia clinic, we took action by signing a petition calling on management to meet with us to address our concerns. Management was receptive and our petition has led to monthly workgroup meetings where delegates and managers meet to collaboratively problem solve issues that come up. One solution we agreed upon was to change the increments of time from 1-hour blocks to 15-minute increments for our paid medical appointment time. When we were restricted to 1-hour blocks, and only needed 30 minutes or needed an hour and a half, we were forced to give up that additional 30 minutes of paid time. While we are still working on a process to help effectively schedule and approve medical time off, the change in increments will allow us to get the full value of this benefit.



"We started at the clinic level by taking action around an issue that was important to us, and then escalated to our service and RN joint labor-management committees for approval. We now have a signed addendum officially changing our contract language to allow for more flexibility in using

medical appointment time. This is why it's important for us to organize and speak up when we see a problem that needs fixing."

Le'Nae Jackson, MA, Delegate, Olympia Family Practice

We Worked Hard to Pass a Better Nursing Staffing Law for Our Hospital Units — Now it's in Effect

The Patient Safety Act, HB1714, represents a real step forward in our ongoing work to hold employers accountable for staffing so that nurses can deliver safe, high quality care to their patients.

What does the law say?

All hospital unit staffing plans must be approved by the Nurse Staffing Committee, which is made up of equal parts union nurses and nursing management. President and CEO Susan Mullaney will review our agreed-upon plans and provide feedback and changes if needed. Approved plans will be submitted to the Department of Health and each day. Kaiser must follow the staffing plans on every shift or run the risk of monetary fines.

How does this law help us hold Kaiser accountable?

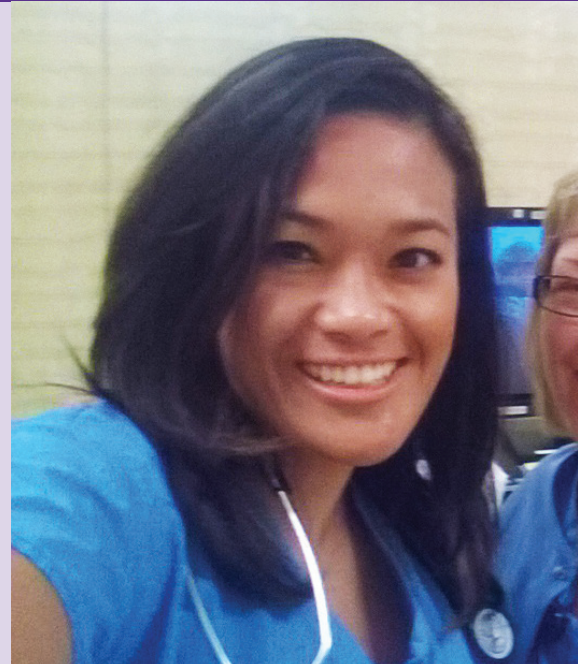
We have frontline nursing staff on the committee from each of the 5 hospital units at Capitol Hill; Mammography, Interventional Radiology, PACU, Urgent Care, and Capitol Hill Inpatient (CHIPS). As frontline staff, we are the experts in what our patients need and the experience we all have as staff on the floor every day. We worked with management to develop staffing plans that best reflect the needs of our units. For example, management agreed to our proposed staffing matrix in CHIPS which includes a 4:1 RN to patient staffing ratio and committed to meeting within 60 days to address staffing concerns in Interventional Radiology. We can hold Kaiser accountable for safe staffing when we complete the staffing complaint forms developed in coalition with our union, fellow healthcare unions and the Washington State Hospital Association. Each instance of short staffing will be reviewed by the committee; however, if the problem remains unsolved, the short staffing complaint is forwarded to our RN joint labor management committee, and if it still remains unresolved, to the Department of Health. The staffing complaint form can currently be found on Connections. You can also speak with your unit's representative on the committee or download the form at: <https://bit.ly/2FIEjH7>

Our Nurse Staffing Committee:

Ivory Infante-Hilton, RN, PACU, Committee Co-Chair

Daniel Ross, RN, Urgent Care, Becky Johnson, RN, Interventional Radiology

Ellen Jane Canfield, RN, Mammography, Grace Kim, RN, CHIPS



"I am excited about the new Nurse Staffing law that went into effect on January 1, 2019. We worked hard to reach an agreement with management on staffing plans that we can be proud of by the January 1st deadline. However it will take everyone's efforts to hold management accountable to those plans. All staff, including MAs, HUCs, Surgical, and Anesthesia Techs, need to fill out the staffing complaint forms as needed. We are ready to work with all staff to ensure safe staffing on all units and all shifts."

Ivory Infante-Hilton, RN, PACU, Committee Co-Chair

Our Unity is Growing in Eastern WA

By having a strong union we have raised standards for clinic workers in our community east of the mountains. Starting January 1 we welcomed over 60 RNs, MAs, ARNPs, social workers and LPNs into our union when Columbia Medical Association officially became Kaiser Permanente. Welcoming these CMA workers into our union will make us stronger as we head into bargaining this year.

To ensure a smooth transition into our union we met with management to negotiate how our new members would move into our contract. Some highlights of our agreement include:

- A fair process for honoring CMA years of service and our current members' seniority.
- A short probationary period with no extensions for incoming CMA staff. Any discipline actions that may have occurred at CMA prior to January 1 will not follow the staff over to Kaiser Permanente.
- Placement on our current wage scales at the closest step that provides for at least a 1.8% increase from their current hourly wage at CMA. This summer, Kaiser Permanente will conduct an experience audit to recognize staff experience at CMA and prior to CMA. Staff will get additional steps with full credit for past experience by 2021.
- All CMA staff will have access to health and retirement benefits starting their first day of employment. Retirement benefits will include their years of service at CMA.

Our bargaining team:

Cheryl Bilka, LPN, Veradale

Marie Neumeyer, MA, South Hill

Jen Barratt, MA, CMA, Kendall Yards



"I am excited to be able to represent our coworkers during this important time. Coming to work for Kaiser Permanente and having a union contract that guarantees our wages and benefits is a plus."

Jen Barrett, MA, CMA, Kendal Yards (right)