



WELLNESS AS UNION BUSINESS– building union champions to promote wellness in public agencies

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My Background



School of
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Labor Movement-Theory

GK Chesterton writing on 1895 saw these points of similarity between “Christian collectivism” and the labor movement:

- “Many of labor's political objectives in the earlier years were not labor legislation - as the term is used today. Statutes providing for universal suffrage, free public schools, and free homesteads were labor laws only in the sense that organized labor sought their passage. “
- Diversity: In the 1920's, labor historian Selig Perlman wrote that “American labor remains the most heterogeneous laboring class in existence – ethnically, linguistically, religiously and culturally.”

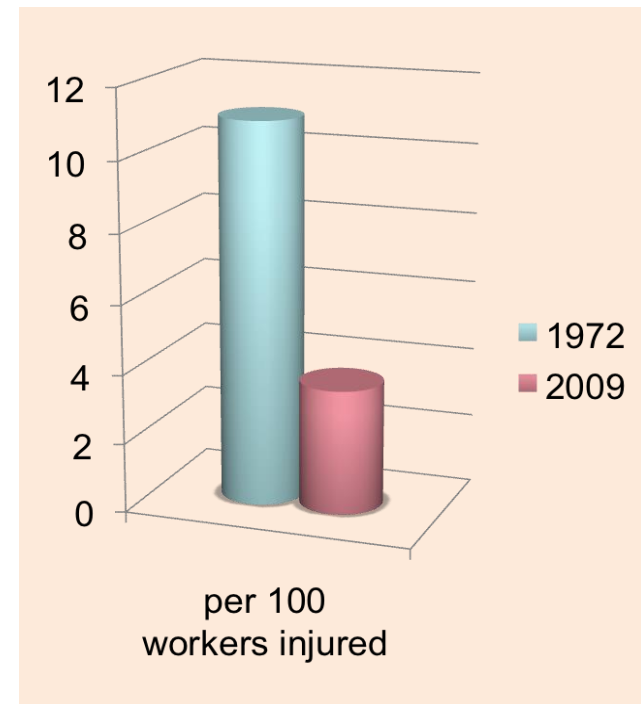
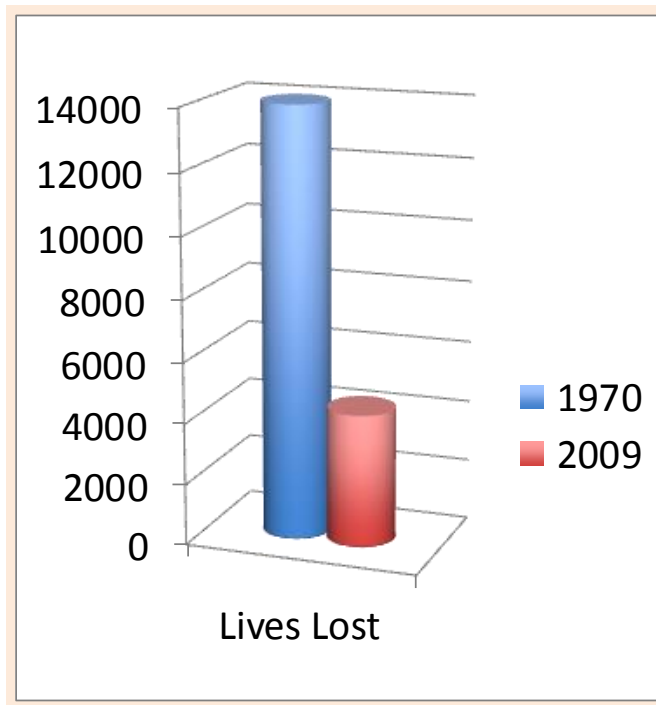
Labor Movement – Historical Development

- **Nineteenth century** – Unions moved from illegal conspiracies to semi-stable organizations that often fluctuated with the business cycle. They perdured in good economic times and declined in depressions, called in that era “panics.”
- **1886** – The American Federation of Labor formed. By 1920 it grew to about 2 million members focusing on skilled workers. 28 local unions in 11 internationals.
- **By the 1950’s the AFL-CIO merger** occurred and unions represented about 35% of the workforce.
- **Since that time, there has been two countervailing trends:** 1.) A steady, year-by-year decline of workers represented by a union. 2.) An only partially off-setting trend of public sector workers represented by unions.
- **2015: 12.3% Public-sector workers, Private-sector workers -6.7 percent. 17.2% CA workers.** (Note: But, Public employee union pension funds invest \$2T in the stock market.)
- **2016 “The Decline of American Unions Is a Threat to Public Health”, American Journal of Public Health** “Promoting the health and prosperity of American workers and their families will take a much closer relationship between unions and public health practitioners”.

Labor Movement – Workplace Safety

Labor helped lead the way to create a workplace culture of safety – comprehensively addressing workplace injuries and what causes them.

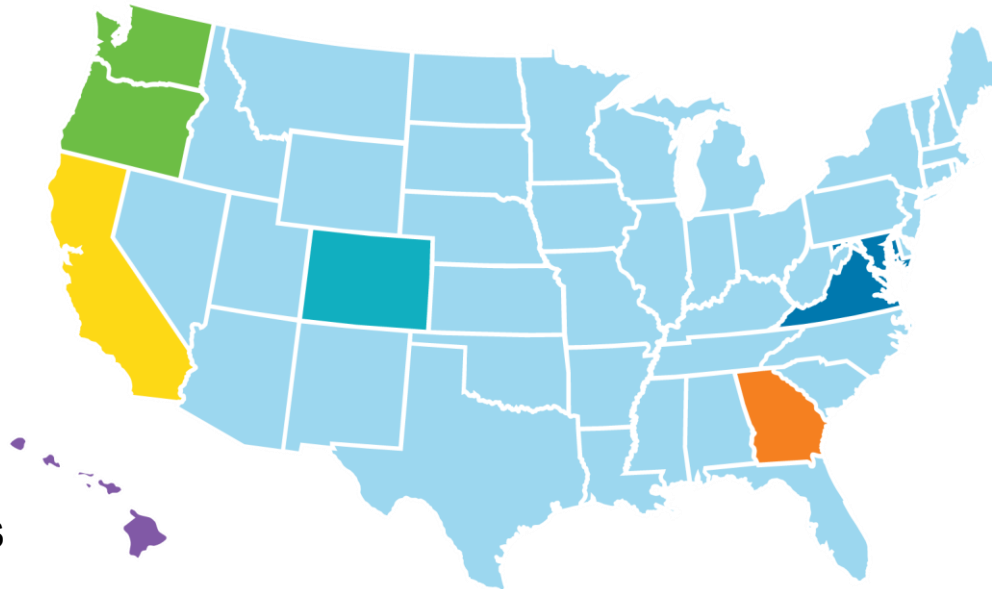
That same leadership and activism can help create a culture of health and wellness.



About Kaiser Permanente

Leading nonprofit health plan and delivery system

- 10.6 million members in eight states and Washington, D.C.
- 186,000 employees (75% union-represented)
- 19,400 physicians



- 38 hospitals
- 622 medical offices
- \$63 billion annual revenue

About the Labor Management Partnership

Leading labor-management partnership in U.S.

- Longest-running, most comprehensive labor partnership
- Established 1997 as a strategy for frontline engagement and performance improvement
- Jointly led and funded by Kaiser Permanente and Coalition of Kaiser Permanente Unions
 - ✓ 28 local unions in 11 internationals
 - ✓ 112,000 members



What's a Unit-Based Team?

Leading labor-management partnership in U.S.








A natural work group of workers, physicians and managers who work together to:

- Set goals to improve service, quality, affordability and the work environment
- Review and evaluate performance
- Identify and solve problems
- Contribute to decisions on cost-savings, staffing and scheduling
- *2016 Set goals for UBTs to identify a wellness champion*

Team Wellness

Five Keys to High-Performing Teams

To sustain performance, unit-based teams need:

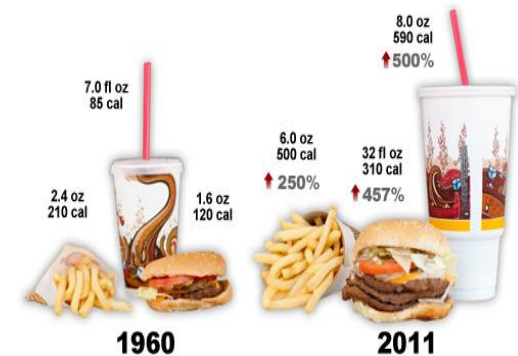
				
LEADERSHIP	LINE OF SIGHT	TEAM COHESION	PROCESSES AND METHODS	INFRASTRUCTURE AND SUPPORT
<p>Develop joint leadership capacity; provide coaching; share information</p>	<p>Make ongoing use of metrics; encourage systems thinking; show how the work of the team supports regional goals</p>	<p>Make time to meet face-to-face; create a safe learning environment; focus on shared goals</p>	<p>Use the Rapid Improvement Model and daily huddles to discuss problems and solutions</p>	<p>Develop and recognize strong sponsors (labor and management leaders); provide ongoing training</p>

Why Workplace Health and Wellness?

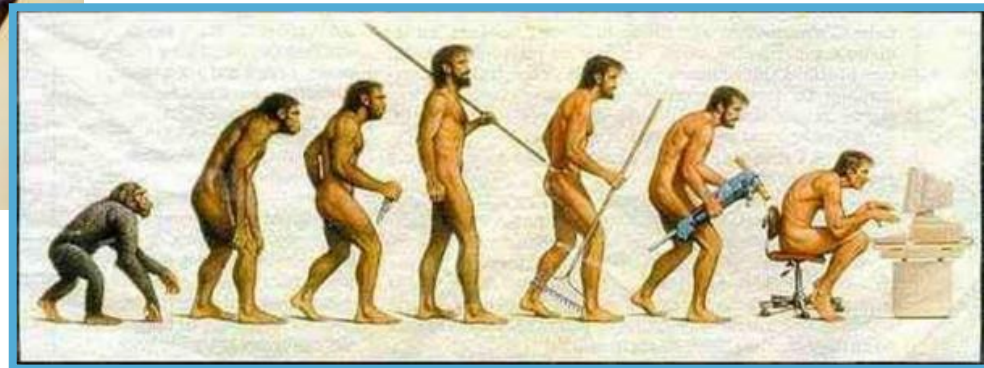


Portion Sizes—Then and Now

Fast food portions have increased dramatically since 1960. Here's how they stack up, then and now:



First generation on pace to **NOT** out-live their parents



Most companies have wellness programs

84% of public/governmental plans offer wellness initiatives

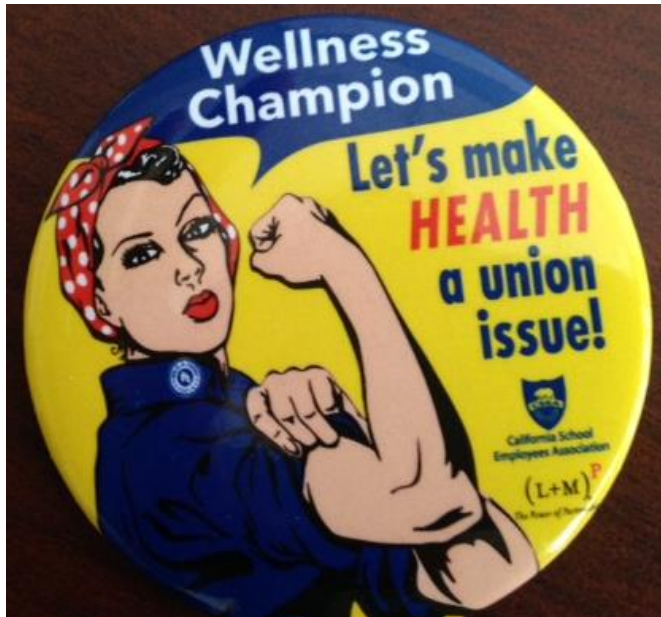
16%: Average participation rate in disease management programs if offered

—RAND Corporation Workplace Wellness Programs Study, 2013

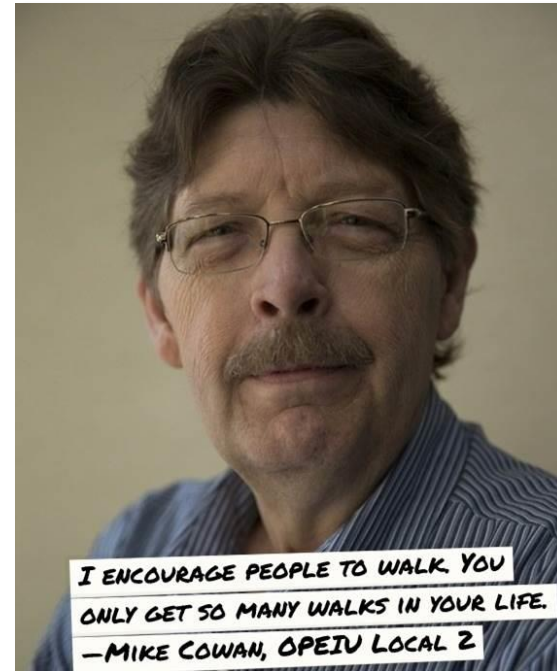
Unions as partners in health and wellness



**SEIU LOCAL 1000
SUPPORTS HEALTHIER U**



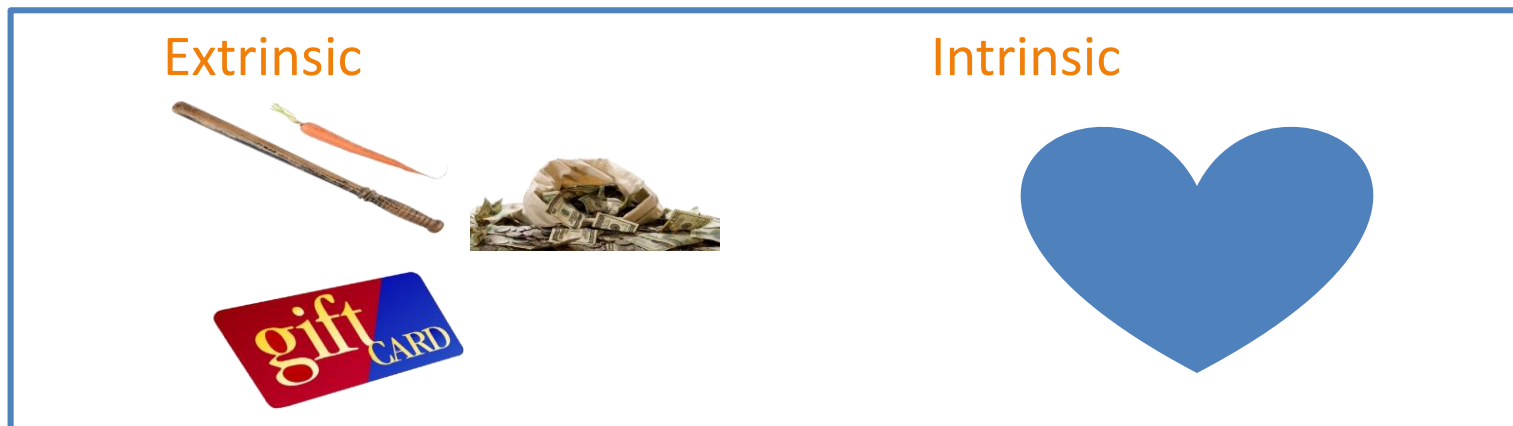
California School Employee Association—
Wellness Champion Program!



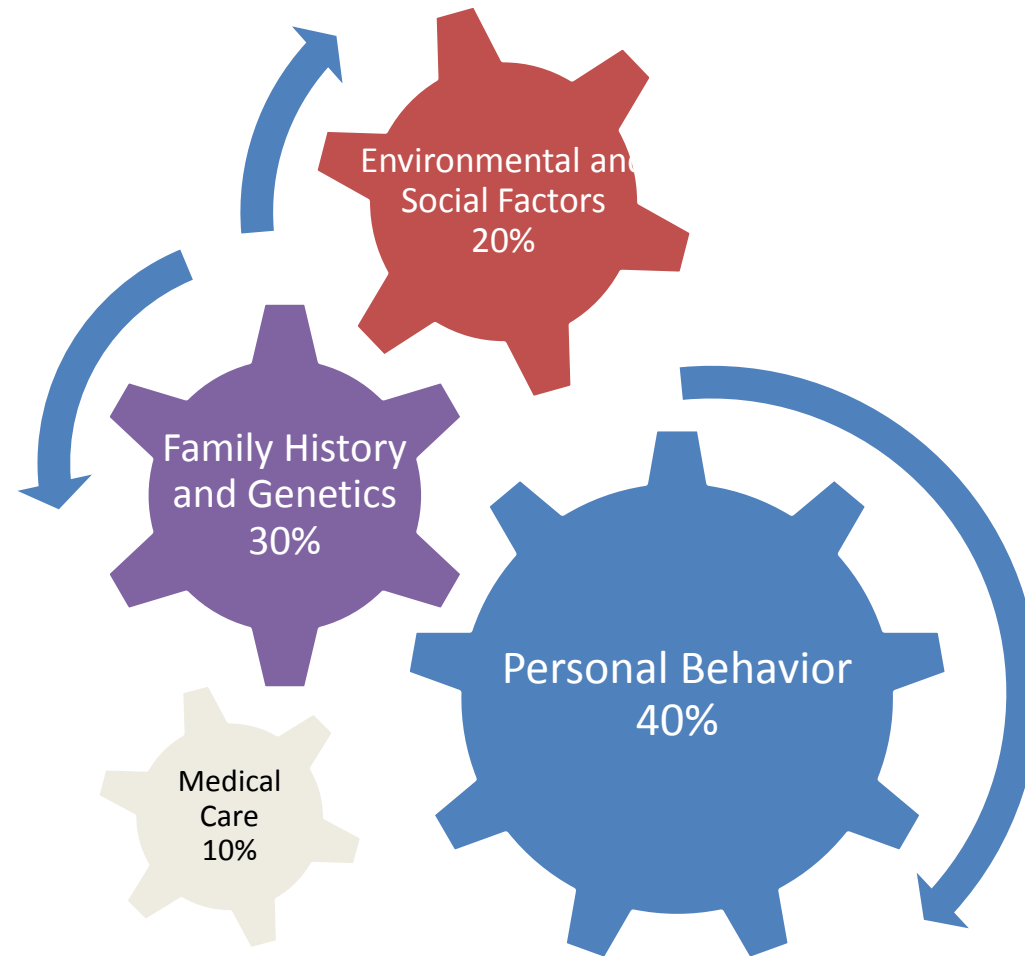
Coalition of
Kaiser
Permanente
Unions

Keys to a winning wellness program

- A data-driven approach
- Proven behavior change principles—leveraging intrinsic motivation
- Multiple modes of intervention to meet people where they are
- A strategic, results-oriented plan with leadership support

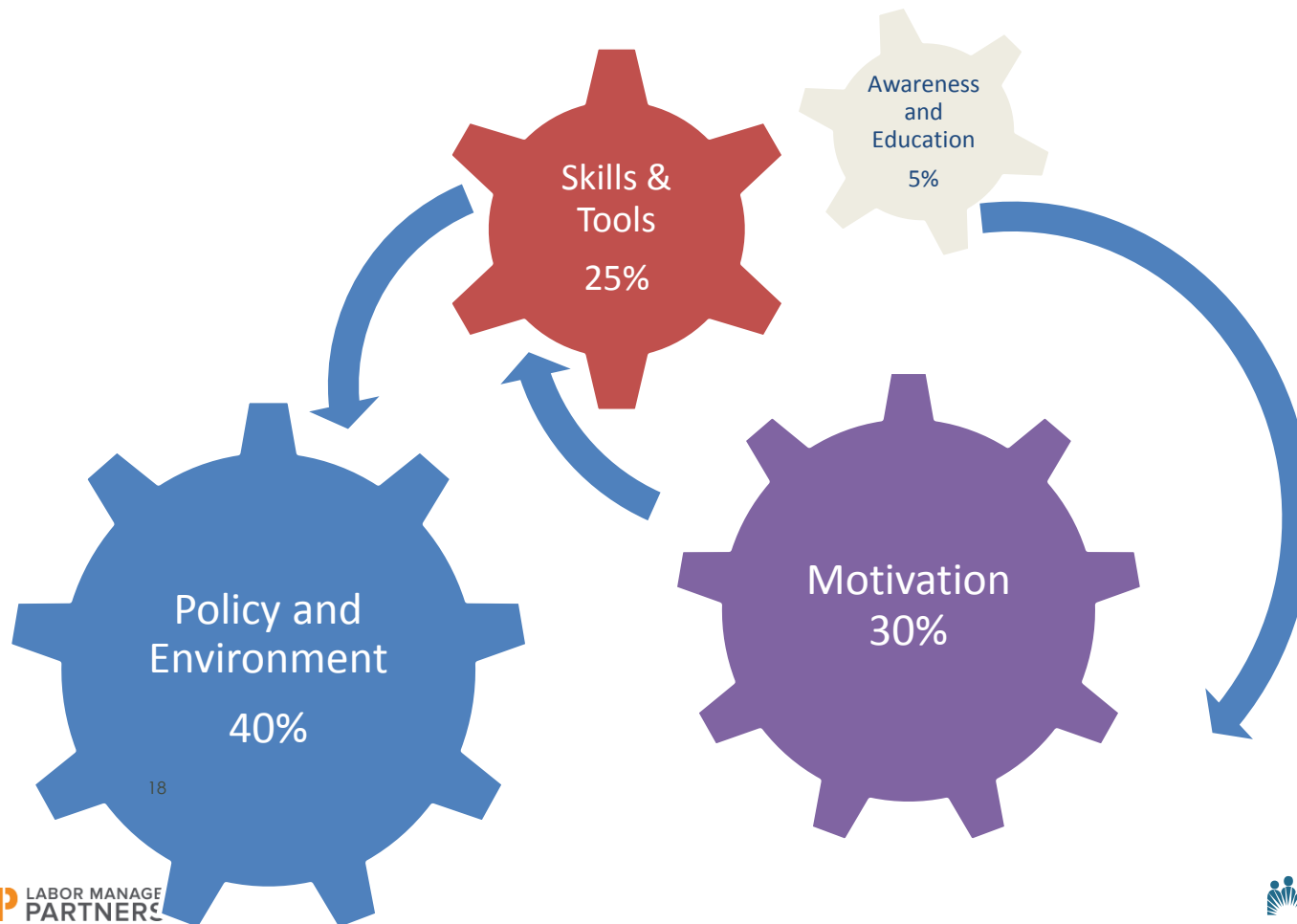


Many linked factors shape health



Source: McGinnis et al, Health Affairs, 2002

... and drive behavior change



Employee Interest Survey – A data driven approach from the Labor-Management “Workgroup”

Mt. Diablo School District: Agreed Interest Survey Talking Points

- This wellness effort is joint collaboration between our unions and management – Together we all care about your wellbeing and see the need to help employees get, and stay, healthy
- This survey is only the first of many ways employees will have input – your suggestions will help shape the first offerings
- Please take the time to share your thoughts with us so we can develop a program that meets your needs and interests
- Wellness programs take a while to evolve fully – we are committed to this effort and are in it for the long haul



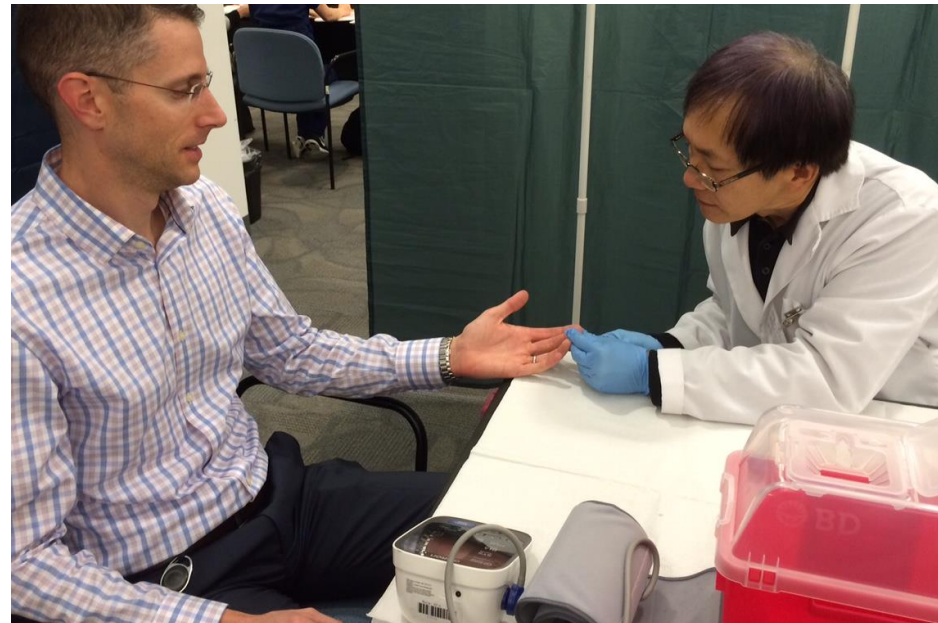
“Its very, very, nice! Everyone wants to move it forward, no one wants to impede. We are developing relationships and building trust.” – Lori Amenta, Office of General Council & Yvonne Slattengren, Benefits, Mt. Diablo USD

Providing multiple modes of intervention to meet people where they are (utilize the term “pilot”)



BART: With union input the team decided to pilot health screenings at one of the Machinists Shop at 5:00 A.M.

A BART union leader takes his screenings first, so that he can talk about the experience with his members



Intrinsic and Team Building Motivation

Management and Labor Leading Together



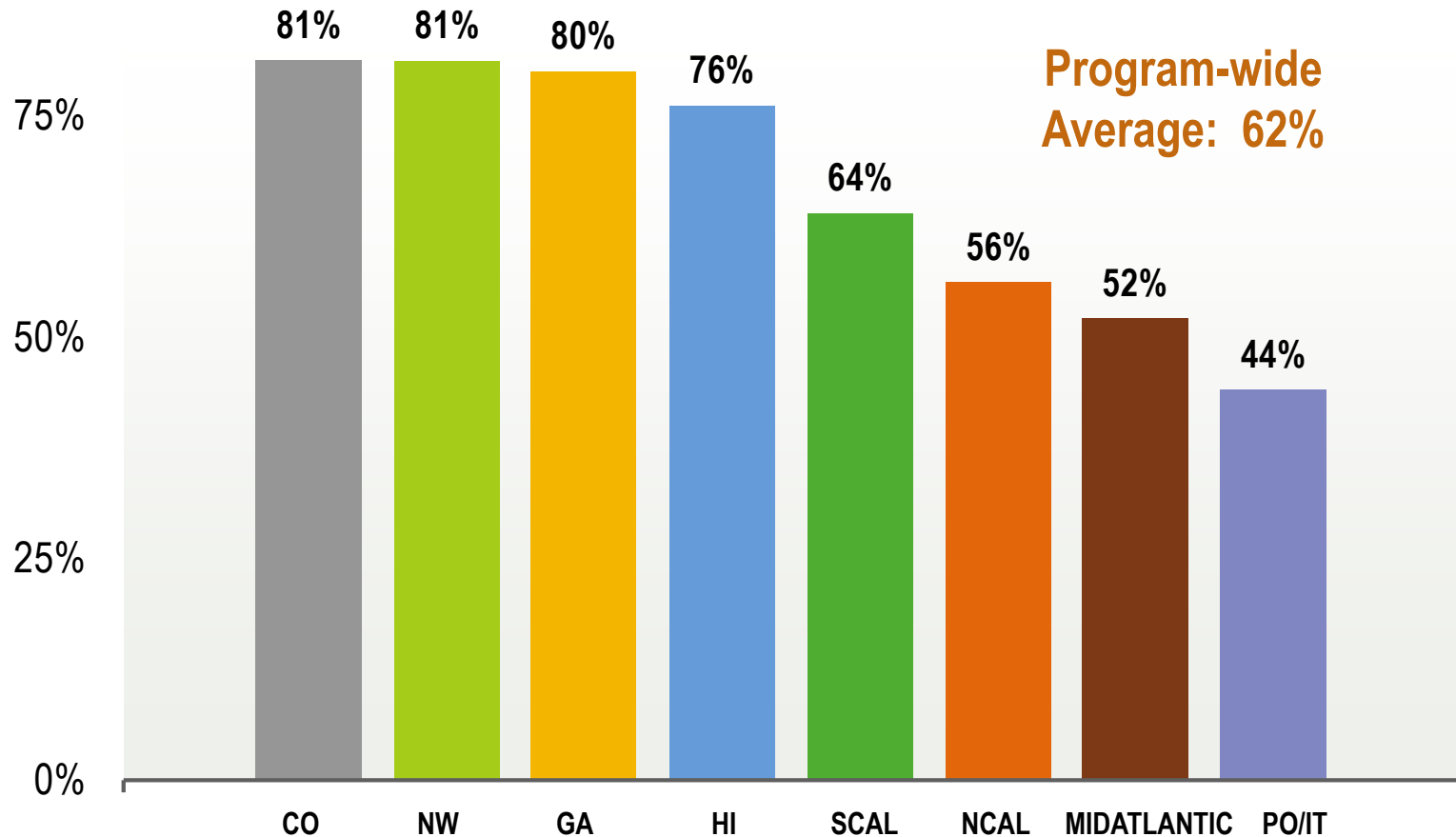
All offices with more than **50% employees** having completed the screenings won an invitation to a healthy breakfast with the

Department leadership support was an important factor in the success of the wellness screenings. The Directors' visible involvement and encouragement contributed to the employees participating and feeling valued



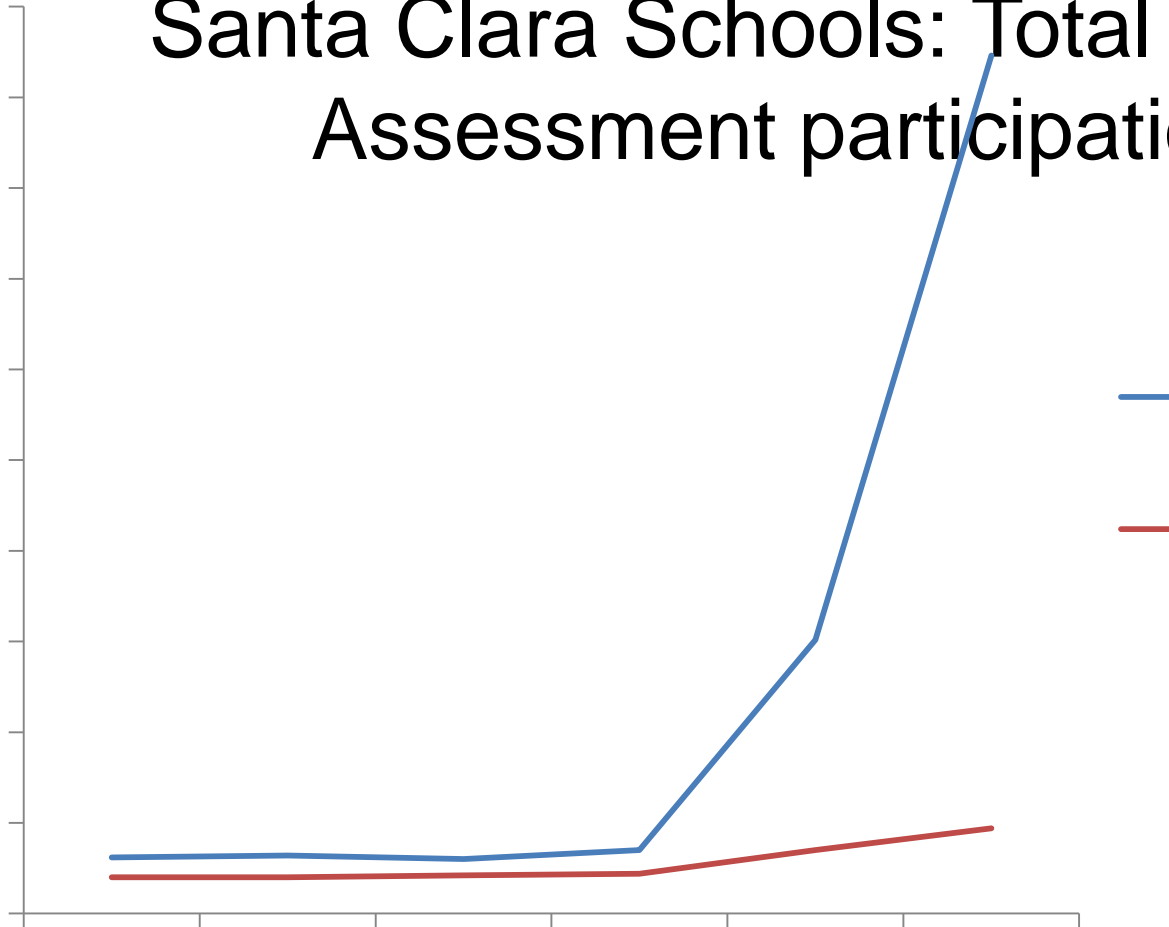
Working In Partnership: Increased Participation on Health Risk Assessment

Over 60,000 KP employees took the health risk assessment
(also called the Total Health Assessment)
during the campaign period of 2012-2014
for an average of 62% participation across KP locations.



Union engagement makes a difference for school employee wellness

Santa Clara Schools: Total Health Assessment participation



United Transportation Union and LA County MTA work together to hold down costs

- **Problem:** Employee population with high rates of diabetes and obesity led to high rate increases
- **Solution:** Committee of union leaders, department managers and health plan reps planned, implemented and assessed wellness efforts
 - Union wellness ambassadors engaged workforce year-round
 - Union and management provided visibility and resources, e.g. program coordinator
- **Result:** UTU-MTA Trust's 2013 rate increase was 46% lower than the average rate over the previous four years

Using Interventions to Build a Culture of

Thrive and Health Trail Achievements

- Thrive : Approx. 1,300 (32%) employees registered
 - Over half formed into teams
 - Over 1,000 remained active for the full 8 weeks
 - Over 2 million exercise minutes logged
 - Employees reported increased activity for moderate and active groups
- Health Trails: 1,200 (28%) employees registered
 - Approx. 44% of registrants reached 800 virtual miles (points) after 8 weeks
 - Employees reported increased activity and improved eating and water drinking habits



Talking to Unions About Wellness

Why Wellness Is Union Business

Five Points to Address When Talking about Wellness with Unions*

1

Working people are disproportionately suffering from chronic disease.

If time allows start with a discussion of their experience...

- Ask them to tell you about the health of their co-workers / fellow union members
- Acknowledge the high rates of stress and chronic disease
- Unions want to help their members and keep leaders healthy

2

Chronic disease is a factor of living and working conditions.

- The environment is not set up for good health, especially for working people
- Working people are under stress and have no time to grocery shop, cook, or exercise
- Access to healthy food is limited and fast food is everywhere

3

Supporting each other is what unions do!

- The environment surrounding working people makes it very hard to change health habits and requires support
- Union members are poised to provide support to each other

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Wellness is tied to the union's core mission of fighting for benefits, wages and better working conditions.

- Employer policies, like time for physical activity, well-equipped break rooms, etc, that promote good health also improve the working environment and working conditions
- Improved health results in decreased sick days, which means that coworkers are at work to support each other
- Improved health can also result in a decrease in on-the-job injuries, thereby decreasing workers' compensation costs
- Over the long-term, improved health of members can increase the chances of lowering the cost of benefits, although this won't be seen for awhile
- Lowered costs frees up money for jobs, wages, and public sector services

5

Wellness is an organizing tool that can help build your union

- Wellness engages union members / employees
- Wellness can help develop and build future leaders as wellness champions and wellness leaders (i.e. wellness "stewards")

*These main points are distilled from what we've learned from working with our own unions and unions around the country who are also deciding their role in wellness.

Union Support for Workplace Wellness

Areas of Support

- ✓ Leadership support
- ✓ Structures and decision making
- ✓ Outreach and involvement
- ✓ Communications
- ✓ Environment & Policy

EMPLOYEE WELLNESS: THREE LEVELS OF INVOLVEMENT FOR UNIONS IN EVERY INDUSTRY

Unions will always play their important role in representing their members' interests, and at the same time have the opportunity to extend their voice to support wellness among their members.

	LOW LEVEL Overall supportive approach with some active involvement. Examples:	MEDIUM LEVEL More frequent involvement, strong support at identified worksites or departments. Examples:	HIGH LEVEL Frequent and strong support at many schools or district-wide. Examples:
Leadership Support	<ul style="list-style-type: none"> Express support for wellness programs in union meetings and through one or two communications per year. Make time in meetings for wellness issues, one or two times a year. 	<ul style="list-style-type: none"> Regularly make time in union meetings for wellness discussions or activities. Help identify champions at targeted sites. Union checks in with front-line leaders in identified sites and provides visible support. 	<ul style="list-style-type: none"> Regularly check in with representatives and "wellness champions" on wellness issues. Lead by example and participate in every major wellness initiative.
Structures and Decision Making	<ul style="list-style-type: none"> Unions review activity / action and policy proposals and add information and comments. Wellness is sometimes on union meeting agenda(s). 	<ul style="list-style-type: none"> Union selects point person(s) / wellness champion at worksites. Union engages representative / steward structures to communicate about wellness at selected sites. 	<ul style="list-style-type: none"> Point person(s) participate in ongoing decision making at district level when appropriate. Business representatives / organizers include wellness in their work district-wide. Union selects wellness champions in additional worksites.
Outreach and Involvement	<ul style="list-style-type: none"> Use low-intensity communications (newsletter articles, email, etc.) on wellness and urge participation. 	<ul style="list-style-type: none"> Use person-to-person outreach (by stewards, representatives and wellness champions) to regularly encourage participation and involvement at identified sites. 	<ul style="list-style-type: none"> Use person-to-person outreach (by stewards, representatives, organizers and wellness champions) to encourage participation at additional worksites.
Communication	<ul style="list-style-type: none"> Send an occasional email supporting wellness activities. Identify success stories. 	<ul style="list-style-type: none"> Produce union-to-member flier(s) and/or articles to support wellness activities at worksites. Identify member success stories and distribute. 	<ul style="list-style-type: none"> Produce union-member fliers / articles to support wellness activities throughout the represented workplace. Identify member success stories and distribute widely.
Environment and Policies	<ul style="list-style-type: none"> Support healthier union meetings (stretch breaks, some healthy snacks, etc.). Participate in solution-oriented conversations for improving policies and environments. 	<ul style="list-style-type: none"> Help to identify and support policies for wellness in the identified worksites. Help to identify barriers to employee wellness and collaborate on solutions. 	<ul style="list-style-type: none"> Work to identify and support worksite policies that encourage wellness for all employees. Provide testimony and support in front of decision-making bodies.

NOTE: Local unions in the Coalition of Kaiser Permanente Unions have led many efforts, at the workplace and in the community, to support the health and wellness of their members. This tool summarizes several options that other unions can use to engage their members in building a better, healthier and more rewarding workplace.

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