



How-to Guide: Coalition Performance Sharing Program

2024 to 2027



KAISER
PERMANENTE®



LABOR MANAGEMENT
PARTNERSHIP

COALITION OF
KAISER PERMANENTE
UNIONS

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How to Use This Toolkit



The Performance Sharing Program (PSP) is part of the 2023 Coalition National Agreement negotiated between Kaiser Permanente and the Coalition of Kaiser Permanente Unions. The program provides a way for Coalition-represented employees to make meaningful contributions to KP's success and share in the organization's performance gains.

This toolkit is designed to help frontline workers and managers understand jointly approved Coalition PSP goals and metrics for plan years 2024 to 2027.

USE THIS TOOLKIT TO FIND:

- » details about Coalition PSP goals and metrics
- » inspiration, tools and resources to help meet Coalition PSP goals
- » insights on how to spread best practices and boost organizational performance





Overview

Goals and Metrics

Overall PSP goals and performance improvement metrics are jointly set for the entire 4 years of the national agreement, which ends September 30, 2027.

COALITION PSP GOALS ARE AS FOLLOWS:



Controlling high blood pressure:

The percentage of Kaiser Permanente members, 18 to 85 years of age, of the 4 largest racial/ethnic populations who had a diagnosis of hypertension and whose blood pressure was adequately controlled (<140/90), according to the HEDIS dataset “Controlling High Blood Pressure.”



Flu vaccination rate:

Percent of Kaiser Permanente members older than 6 months without a medical history exclusion with a record of receiving flu vaccines via Kaiser Permanente, outside pharmacy, medical claims, Care Everywhere data or patient reported.



HCAHPS¹ — Likelihood to Recommend:

Top box performance for the question “*Would you recommend this hospital to your friends and family?*”



CAHPS² — Meteor Care Experience:

The average percent of members who answered “*Usually*” or “*Always*” to the 2 Customer Service items around “*being treated with courtesy and respect*” and “*provided the help and information needed.*”



Attendance:

The attendance improvement metric include all absences except vacation, ETO/PTO, legally protected leaves, unprotected educational leave, unprotected military leave, flexible personal days/life balance days and unprotected union leave.

FOOTNOTES:

1. Service goal is equally split between HCAHPS and CAHPS for hospital regions (NCAL, SCAL, NW, HI).
2. For non-hospital regions (CO, MAS, KPWA), only the CAHPS goal applies.



OVERVIEW

What's New

The redesigned PSP provides:

- » greater focus on strategic priorities with goals and metrics predetermined through 2027
- » Coalition-represented workers with minimum and maximum payout opportunities based on achievement of goals and financial performance
- » streamlined goals that have been set at the national level to provide greater opportunity to advance our mission of providing high-quality, affordable care and service to our members and patients

What's Changed

- » A minimum payout is guaranteed if performance goals are met.
- » No more annual negotiation of regional metrics.
- » Goals achievement is measured region wide only, with no more facility-based payouts.
- » Achievement is yes/no; no more “threshold/stretch” goals.



Eligibility

- » To receive payment, employees must be active in a Coalition union-represented job on December 31.
- » 1,800 or more hours is considered full time for the purpose of PSP payouts.
- » Employees with fewer than 1,800 hours during the plan year will receive pro-rated payouts.
- » Employees who transfer to a job or region not covered under this agreement will have existing hours/earnings transferred to the new plan.

OVERVIEW

Payout Structure

Starting in 2024, Coalition-represented workers are guaranteed to be rewarded when they meet jointly approved goals. Overall financial performance in the markets impacts the payout rates for meeting performance goals. Coalition-represented employees can maximize their opportunity to achieve the highest possible payout by working on affordability projects with their unit-based teams.

Goal	Goal Improvement	Market Operating Margin Threshold Not Met	Market Operating Margin Threshold Met	Enhanced Operating Margin Threshold ³	
 Quality	Controlling High Blood Pressure	Achieve 2 percentage point improvement year over year. For markets that are at or above the 90th percentile, maintain performance.	\$300	\$700	+ \$950.00 if all conditions of Enhanced Operating Margin Threshold ³ are met
	Member Flu Vaccination Rate	Achieve 1.5 percentage point improvement year over year.	\$300	\$700	
 Service	HCAHPS: Likelihood to Recommend ¹	Achieve 1 percentage point improvement year over year. For markets that are at or above the 90th percentile, maintain performance.	\$300	\$700	
	CAHPS: Meteor Care Experience ²	Achieve 2 percentage point improvement year over year. For markets that are at or above the 90th percentile, maintain performance.			
	Regional Attendance	Achieve 2% improvement year over year.	\$300	\$700	
Maximum Payout Amounts		\$1,200	\$2,800	\$3,750	
If Health Plan/Hospitals' Operating Margin is less than -2%, the PSP will pay out at \$150 for each goal (up to \$600). If Enhanced Operating Margin Threshold is reached, the PSP will pay out at \$700 per performance goal achieved plus \$950. The maximum payout of \$3,750 occurs when both the Enhanced Operating Margin Threshold and all four performance goals are achieved (\$700 x 4 + \$950 = \$3,750).					

FOOTNOTES:

1. Service goal is equally split between HCAHPS and CAHPS for hospital regions (NCAL, SCAL, NW, HI).
2. For non-hospital regions (CO, MAS, KPWA), only the CAHPS goal applies.
3. Enhanced Operating Margin Threshold requires the achievement of all the following conditions: a) Health Plan/Hospitals' Operating Margin of 2.5% is achieved; b) Market exceeds Market Operating Margin Threshold by 0.75% or more; and c) where Market Operating Margin Threshold is negative, Market achieves a deficit of less than 50% of the threshold.



Coalition PSP Goals



Controlling High Blood Pressure

QUALITY

Description

The percentage of Kaiser Permanente members, 18 to 85 years of age, of the 4 largest racial/ethnic populations who had a diagnosis of hypertension and whose blood pressure was adequately controlled (<140/90), according to the HEDIS dataset, “Controlling High Blood Pressure.”

Metrics

Performance Period: 12 months ending September 30

Region	2023 Baseline	ANNUAL TARGETS			
		2024	2025	2026	2027
Colorado	77.13%	77.70%	77.70%	77.70%	77.70%
Hawaii	69.40%	71.40%	73.40%	75.40%	77.40%
Mid-Atlantic States	79.73%	79.73%	79.73%	79.73%	79.73%
Northern California	74.78%	76.78%	77.70%	77.70%	77.70%
Northwest	66.25%	68.25%	70.25%	72.25%	74.25%
Southern California	80.18%	80.18%	80.18%	80.18%	80.18%
Washington	63.68%	65.68%	67.68%	69.68%	71.68%

Data Source: HEDIS

If a market is at the national benchmark, or higher, then the goal is to remain at the national benchmark or higher. Falling below the national benchmark or prior year’s performance will result in the goal not being met.

TOP 4 RACIAL AND ETHNIC PATIENT GROUPS⁴

Here are the most populous racial and ethnic groups for every market:

- » Asian/Pacific Islander
- » Black/African American
- » Hispanic/Latino
- » White

Hawaii is unique. Here’s the racial and ethnic breakdown for the islands:

- » Asian/Pacific Islander
- » Hispanic/Latino
- » Native/Part Hawaiian
- » White

FOOTNOTE:

4. Racial and ethnic groups are not ranked by population size.





Controlling High Blood Pressure

QUALITY

Why This Goal Is Important

High blood pressure, also known as hypertension, is a serious health problem that can lead to heart failure, heart attack or stroke. Many people don't even know they have it. By helping patients manage their blood pressure, we're helping them stay healthy and thrive. Providing timely preventive care also can help catch health problems early and reduce the need for hospital stays, giving us greater capacity to care for our sickest patients.

Get Inspired

MID-ATLANTIC STATES
Burke Adult Primary Care Team

Getting out in front of
hypertension is good medicine



WHY IT MATTERS:

- » Uncontrolled hypertension — high blood pressure — can lead to a host of health concerns, especially for those with diabetes.

HERE'S WHAT THEY DID:

- » created call lists of at-risk patients for hypertension
- » targeted diabetic patients who might not know they had high blood pressure
- » had clinical assistants handle outreach and blood pressure checks



RESULTS:

85.7%

success in controlling
hypertensive diabetic
patients' blood
pressure.

What can your team do to reach out to patients proactively? [Read the full story »](#)

COALITION PSP GOALS



Controlling High Blood Pressure

QUALITY

Take Action

Health screenings are important for preventing conditions like high blood pressure from getting worse.

Share these [10 tips for improving screening rates](#) at your next huddle or UBT meeting. Consider including them in your department newsletter, too!



PRO TIP: Get everyone engaged in heart healthy activities. Here's how: Share tips at huddles and UBT meetings. Hold fun, friendly competitions with neighboring departments. Get started with this [meeting icebreaker](#) to involve the entire team.



COALITION PSP GOALS



Controlling High Blood Pressure

QUALITY

Make Your Goal SMART

Here's a sample SMART goal you can use for your next UBT project. Remember, SMART stands for Specific, Measurable, Attainable, Realistic/Relevant and Time-bound.

Specific and **Measurable:** Our team will _____ (insert goal) from a baseline of _____ (insert baseline measure) to a goal of _____ (insert goal measure).

Time-bound: between _____ (start date) and _____ (end date)

A **Realistic** and **Attainable** plan to achieve this goal includes these tactics/activities (consider time, resources and capacity): _____

SAMPLE

Our team will increase the percentage of patients with controlled hypertension by 2 percentage points, from 74.78% to 76.78% from August 9 to November 9.

We will achieve this goal by creating call lists of patients at risk for hypertension, targeting diabetic patients who might not know they have high blood pressure, and freeing up registered nurses by having clinical assistants oversee outreach and blood pressure checks.

MAKE IT A SMARTIE GOAL BY CONSIDERING:

Is your goal **Inclusive**? Who is the team collaborating with? Who is missing? Are people the most impacted included in the discussions and decisions?

Is your goal **Equitable**? What are the systemic barriers experienced by people in your workplace or people you serve?



EXPLORE MORE: May 17 is National Blood Pressure Day. Raise awareness about high blood pressure and encourage patients to get regular blood pressure checkups.

COALITION PSP GOALS



Flu Vaccination

QUALITY

Description

Percent of Kaiser Permanente members older than 6 months without a medical history exclusion with a record of receiving flu vaccines via Kaiser Permanente, outside pharmacy, medical claims, Care Everywhere data or patient reported.

Metrics

Performance Period: August to December

Region	2023 Baseline	ANNUAL TARGETS			
		2024	2025	2026	2027
Colorado	43.20%	44.70%	46.20%	47.70%	49.20%
Hawaii	27.60%	29.10%	30.60%	32.10%	33.60%
Mid-Atlantic States	37.50%	39.00%	40.50%	42.00%	43.50%
Northern California	36.70%	38.20%	39.70%	41.20%	42.70%
Northwest	35.70%	37.20%	38.70%	40.20%	41.70%
Southern California	37.50%	39.00%	40.50%	42.00%	43.50%
Washington	43.10%	44.60%	46.10%	47.60%	49.10%

Data Source: Pharmacy Dashboard



Flu Vaccination

QUALITY

Why This Goal Is Important

Getting a flu shot is the best way to protect yourself and others from the flu.

A flu shot helps prevent you from becoming infected and spreading flu to family and friends — especially those at high risk for serious illness. If you do get sick, your symptoms may be milder.

Flu shots also help:

- » reduce unnecessary doctor visits and missed work and school due to flu
- » lower overall infection rates and hospitalization, so we have greater capacity to care for our sickest patients

Make sure all flu shots count

All Kaiser Permanente administered flu shots will be recorded automatically.

Anyone who gets a flu shot outside of Kaiser Permanente should update their medical record. It's easy! Log on to the Kaiser Permanente website or mobile app and follow these steps:

- » click "Records"
- » under "Frequently Used Records," click "Questionnaires"
- » look for the questionnaire about the influenza (flu) vaccine



COALITION PSP GOALS



Flu Vaccination

QUALITY

Get Inspired

Use these stories and tools to find inspiration about unit-based team projects focused on increasing vaccination rates.

NORTHERN CALIFORNIA
Daly City Medical Offices

Small changes, healthy babies



WHY IT MATTERS:

- » Members can be notified that they are overdue for other routine screenings when they come in for their flu vaccination.
- » Routine screenings can help detect other health issues and provide treatment early.

HERE'S WHAT THEY DID:

- » gave injections in the exam room, rather than the injection clinic
- » limited the choice for physicians to 2 versions of the same vaccine to choose from, instead of several
- » huddled among medical assistants and physicians once or twice daily to determine which incoming patients needed vaccines



RESULTS:

92%

of children ages 2 and younger were current on immunizations, up from 84% in 9 months.

What can your team do to use small tests of change to tackle large problems?

[Read the full story »](#)



Flu Vaccination

QUALITY

Take Action

Take steps to protect yourself, your family, co-workers, and members and patients from flu and other infectious diseases. Share the following tips at huddles, UBT meetings or in your department newsletter.

VACCINATE YOURSELF AND OTHERS

- » Everyone 6 months and older needs a flu shot every year.
- » The flu vaccine:
 - › makes it less likely you will get very sick even if you do get the flu
 - › reduces the chance of spreading the flu to those you love
 - › protects your family and community, especially those at high risk of complications
- » Encourage others to get vaccinated, too.
- » The flu vaccine is FREE to all Kaiser Permanente members.
- » Don't wait. Get your flu shot at your next medical appointment!

Post these flu prevention tip sheets on bulletin boards, share them at team meetings and discuss them in huddles:

- » [10 Essential Tips for Flu Prevention](#)
- » [Poster: Fighting the Flu Face to Face](#)



PRO TIP: Help team members and patients avoid the flu. Here's how: Provide free and easy access to flu vaccinations, partner with doctors, issue reminders to employees and patients, and make it fun! Friendly contests between departments build camaraderie and focuses everyone on a common goal.

COALITION PSP GOALS



Flu Vaccination QUALITY

Make Your Goal SMART

Here's a sample SMART goal you can use for your next UBT project. Remember, SMART stands for Specific, Measurable, Attainable, Realistic/Relevant and Time-bound.

Specific and **Measurable:** Our team will _____ (insert goal) from a baseline of _____ (insert baseline measure) to a goal of _____ (insert goal measure).

Time-bound: between _____ (start date) and _____ (end date)

A **Realistic** and **Attainable** plan to achieve this goal includes these tactics/activities (consider time, resources and capacity): _____

SAMPLE

Our team will improve flu immunization in our facility by 1.5 percentage points, from 37.5% to 39%, from September 2 to December 2.

Tactics to achieve this goal include giving vaccinations in exam rooms rather than the injection clinic and scheduling huddles involving physicians and medical assistants each day to identify patients who need vaccines.

MAKE IT A SMARTIE GOAL BY CONSIDERING:

Is your goal **Inclusive**? Who is the team collaborating with? Who is missing? Are people the most impacted included in the discussions and decisions?

Is your goal **Equitable**? What are the systemic barriers experienced by people in your workplace or people you serve?



EXPLORE MORE: Are you a flu myth buster? Test your flu IQ with this [fun activity](#).

COALITION PSP GOALS



HCAHPS SERVICE

Description

Improve the top box performance for the question on the Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS) survey: *“Would you recommend this hospital to your friends and family?”*

Metrics

Performance Period: Q4 to Q3

HCAHPS Survey Quick Facts

- » **What:** Questions about recent hospital stay
- » **Who:** Random selection of adults recently discharged from the hospital
- » **When:** Survey administered 48 hours to 6 weeks after discharge
- » **How:** Survey conducted by mail in various languages; online option coming in 2025

Region	2023 Baseline	ANNUAL TARGETS			
		2024	2025	2026	2027
Colorado	–	–	–	–	–
Hawaii	77.40%	78.40%	79.40%	80.40%	81.40%
Mid-Atlantic States	–	–	–	–	–
Northern California	71.10%	72.10%	73.10%	74.10%	75.10%
Northwest	74.10%	75.10%	76.10%	77.10%	78.10%
Southern California	75.40%	76.40%	77.40%	78.40%	79.40%
Washington	–	–	–	–	–

Data Source: KFH Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS) survey data, National Care Experience Analytics

If a market is at the national benchmark, or higher, then the goal is to remain at the national benchmark or higher. Falling below the national benchmark or prior year’s performance will result in the goal not being met.

Service goal is equally split between HCAHPS and CAHPS for hospital regions Hawaii, Northern California, Northwest and Southern California.

Why This Goal Is Important

Members and patients are at the center of everything we do. It’s up to all of us to make sure every patient’s and member’s experience is convenient, easy, personal and respectful.



COALITION PSP GOALS



HCAHPS SERVICE

Get Inspired

SOUTHERN CALIFORNIA
Kaiser Permanente Irvine Medical Center

Improving communication with patients



WHY IT MATTERS:

- » Taking the time and effort to hear your patients' concerns and answer their questions will help your team improve care and boost your HCAHPS score.

HERE'S WHAT THEY DID:

- » developed "care cards" so patients can ask questions and raise concerns easily
- » collected the cards at patient discharge and made sure there were no unanswered questions
- » addressed the concerns to elevate service



RESULTS:

74

increase in
percentile points
in communication
score (from the
15th to 89th).

What can your team do to listen to what your patients want and need? [Read the full story »](#)



PRO TIP: Provide the best experience to every person, everywhere, every time. Visit the [National Care Experience](#) SharePoint site (KP Intranet).

COALITION PSP GOALS



HCAHPS SERVICE

Take Action

Improve Service by Listening to Patients' Voices

Patients will give you the information you need to improve care and service. But only if you ask them and take their feedback to heart. This [poster](#) shows you how.

Exceed members' expectations every time. Try these [10-minute service tools](#).

View the care experience through the eyes of patients. See what this team did to spice up bland hospital food. Read [Team-Tested Practices](#).



EXPLORE MORE: Browse dozens [more team-tested practices](#) on how to improve service.



COALITION PSP GOALS



HCAHPS SERVICE

Spelling Out Patient Service

It's a simple set of five letters, but it can pay big dividends when you're interacting with patients.

Use this evidence-based communication model to improve patient satisfaction and clinical outcomes. Applies to all patient settings. Download and share this [slide deck](#) with your team and take this [web-based KP Learn training](#). Course ID in KP Learn: CRS:NSQ AIDET.

AIDET®

Five High-Impact Communication Behaviors

- A** Acknowledge
- I** Introduce
- D** Duration
- E** Explanation
- T** Thank You

Decreased Anxiety

+

Increased Compliance

=

Improved health
outcomes and satisfaction

“It’s all about building connection. Connection builds trust. Trust builds patient compliance. Compliance builds better health for our patients. And that’s the real picture.”

SOURCE: Scott Abramson MD, KP GSSA, Communication Consultant, *“Why My Wife Thinks Her Doctor is So Nice”* (January 2006)

COALITION PSP GOALS



HCAHPS SERVICE

Make Your Goal SMART

Here's a sample SMART goal you can use for your next UBT project. Remember, SMART stands for Specific, Measurable, Attainable, Realistic/Relevant and Time-bound.

Specific and **Measurable:** Our team will _____ (insert goal) from a baseline of _____ (insert baseline measure) to a goal of _____ (insert goal measure).

Time-bound: between _____ (start date) and _____ (end date)

A **Realistic** and **Attainable** plan to achieve this goal includes these tactics/activities (consider time, resources and capacity): _____

SAMPLE

Our team will help increase our hospital's HCAHPS score by 1 percentage point, from 75.4% to 76.4% percent, between July 4 and October 4.

Strategies to achieve this goal include committing the time and effort to gather patient feedback, responding promptly to critical feedback, and using concerns expressed by members and patients as opportunities to improve service.

MAKE IT A SMARTIE GOAL BY CONSIDERING:

Is your goal **Inclusive**? Who is the team collaborating with? Who is missing? Are people the most impacted included in the discussions and decisions?

Is your goal **Equitable**? What are the systemic barriers experienced by people in your workplace or people you serve?

COALITION PSP GOALS



CAHPS Meteor SERVICE

Description

The average percent of Kaiser Permanente members who answered “Usually” or “Always” to the 2 Customer Service items around “being treated with courtesy and respect” and “provided the help and information needed” on the Spring Consumer Assessment of Healthcare Providers and Systems (CAHPS) survey and the Fall Meteor survey.

Metrics

Performance Period: Annual (Q2 + Q4) scores

CAHPS Meteor Survey Quick Facts

- » **What:** Measures patients’ overall experience with Kaiser Permanente over the past 6 to 12 months
- » **Who:** Health Plan members, 18 years and older
- » **When:** Spring and fall
- » **How:** Mail and web with telephone follow-up

Region	2023 Baseline	ANNUAL TARGETS			
		2024	2025	2026	2027
Colorado	84%	86%	88%	90%	92%
Hawaii	85%	87%	89%	91%	93%
Mid-Atlantic States	89%	91%	93%	95%	97%
Northern California	85%	87%	89%	91%	93%
Northwest	85%	87%	89%	91%	93%
Southern California	86%	88%	90%	92%	94%
Washington	81%	83%	85%	87%	89%

Data Source: Spring Consumer Assessment of Healthcare Providers and Systems (CAHPS) survey, as well as the Fall Meteor survey, which replicates the Spring CAHPS but is sent out in the fall

If a market is at the national benchmark, or higher, then the goal is to remain at the national benchmark or higher. Falling below the national benchmark or prior year’s performance will result in the goal not being met.

For non-hospital regions — Colorado, Mid-Atlantic States and Washington — only the CAHPS Meteor goal applies.

Why This Goal Is Important

Our mission is to provide high-quality care to the members, patients and communities we serve. Caring for patients is what we do!



COALITION PSP GOALS



CAHPS Meteor SERVICE

Get Inspired

COLORADO

Help patients fall in love at first visit



WHY IT MATTERS:

- » Reaching out with a warm welcome will help boost service scores.

HERE'S WHAT THEY DID:

- » created an ID system for new members, such as highly visible yellow stickers on member cards
- » trained employees and doctors about the importance of new members and how to make them feel welcome
- » made outreach calls for the new member's first appointment



RESULTS:

10

number of percentage points patient satisfaction scores climbed

What can your team do to welcome new members?

[Read the full story »](#)

COALITION PSP GOALS



CAHPS Meteor SERVICE

Take Action

Exceed members' expectations every time. Try these [10-minute service tools](#) and check out these [10 essential tips for providing great service](#).



Spirit of Service

John Corpus, a staff optometrist and IFPTE/ESC Local 20 member in Northern California, embodies the spirit of service. Here's an experience he had during the height of the COVID-19 pandemic:

"I spent the morning with an elderly patient who was grateful to be seen, as the clinics were closed. He questioned if he should even be out in public but needed follow-up after a recent eye surgery. After the exam, he asked if he could chat for a few minutes because he wanted to talk about his deceased son, who was a scientist. I realized I've taken these precious interactions for granted. Usually, my schedule is packed with back-to-back exams. But today, I listened and acknowledged this proud father and what his son had accomplished. This 84-year-old man was seen and heard. His vision and eyesight were secondary. I love my job."



PRO TIP: Speak to patients in a way that demonstrates respect and puts them at ease. [Read the full story »](#)

COALITION PSP GOALS



CAHPS Meteor SERVICE

Deliver the Experience Members Expect

It's up to all of us to make sure every patient's and member's experience is convenient, easy, personal and respectful. You can help by practicing our care experience standards when you're interacting with patients.

Respect Me, Know Me, Guide Me



RESPECT ME

Provide immediate greeting and warm acknowledgment.
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.

LEARN MORE!

Take the KP Learn web-based training for [employees](#) and [leaders](#).

- » KP All Staff Experience Standards course ID: CRS:HQCDE NSQ ASES 100
- » Leading the Kaiser Permanente Experience course ID: CRS:NHPHQ NCERPS LKPE 100

COALITION PSP GOALS



CAHPS Meteor SERVICE

Address Concerns with A-HEART

Great service recovery gives us a chance to counter a negative experience with a positive experience.

Use [A-HEART](#) — Apologize, Hear, Empathize, Ask, Resolve, Thank — a memory aid to help you remember the steps to perform service recovery when a member or patient expresses a problem or concern. Applies to all patient settings.



COALITION PSP GOALS



CAHPS Meteor SERVICE

Make Your Goal SMART

Here's a sample SMART goal you can use for your next UBT project. Remember, SMART stands for Specific, Measurable, Attainable, Realistic/Relevant and Time-bound.

Specific and **Measurable:** Our team will _____ (insert goal) from a baseline of _____ (insert baseline measure) to a goal of _____ (insert goal measure).

Time-bound: between _____ (start date) and _____ (end date)

A **Realistic** and **Attainable** plan to achieve this goal includes these tactics/activities (consider time, resources and capacity): _____

SAMPLE

Our team will increase its scores on the Fall Meteor Survey by 2 percentage points, from 86% to 88%, between August 5 and November 5.

We will achieve this goal by training staff on the importance of treating members and patients with courtesy and respect, seeking opportunities to gather input on CAHPS-related measures and creating systems where follow-up is quickly provided to members who express concerns about service.

MAKE IT A SMARTIE GOAL BY CONSIDERING:

Is your goal **Inclusive**? Who is the team collaborating with? Who is missing? Are people the most impacted included in the discussions and decisions?

Is your goal **Equitable**? What are the systemic barriers experienced by people in your workplace or people you serve?

COALITION PSP GOALS



Attendance SERVICE

Description

The attendance improvement metric includes all absences except vacation, ETO/PTO, holiday, legally protected leaves, unprotected educational leave, unprotected military leave, flexible personal days/life balance days and unprotected union leave.

Metrics

Performance Period: Pay periods 1 through 26

Region	2023 Baseline	ANNUAL TARGETS			
		2024	2025	2026	2027
Colorado	11.08	10.86	10.64	10.43	10.22
Hawaii	6.35	6.22	6.10	5.98	5.86
Mid-Atlantic States	11.81	11.57	11.34	11.12	10.89
Northern California	20.98	20.56	20.15	19.75	19.35
Northwest	12.80	12.54	12.29	12.05	11.81
Southern California	21.85	21.41	20.98	20.57	20.15
Washington	11.95	11.71	11.48	11.25	11.02

Data Source: Common Lost Time Metric (CLTM)

Annual targets measured in days; not hours.

Why This Goal Is Important

Your presence means our patients and members get great care, anytime and anywhere, in the way they want it. Reducing last-minute sick calls also can reduce stress on your co-workers and curb burnout. Unused sick days can be used to enhance your retirement health benefits through your Health Reimbursement Account (HRA).

COALITION PSP GOALS



Attendance SERVICE

Get Inspired

SOUTHERN CALIFORNIA
Panorama City Urgent Care Team

**Avoid burnout: plan time off,
use sick days for illness**



WHY IT MATTERS:

- » Last-minute sick calls impact the entire team on multiple fronts.
- » Overtime costs increase, and when replacement workers can't be found, others have to work short-handed.
- » Team morale decreases overall.

HERE'S WHAT THEY DID:

- » Staff members were encouraged to schedule time off in advance and use sick days for illnesses.
- » Addressed workplace stress and burnout in huddles.
- » Reviewed the department budget and hired more staff.



RESULTS:

40%

reduction of last-minute sick calls over 10 months.

What can your team do to reduce burnout and increase attendance?

[Read the full story »](#)

What can your team do to reward and recognize each other?

[Read the full story »](#)

COALITION PSP GOALS



Attendance SERVICE

Take Action

Have fun! Play [Attendance Bingo](#) with your team to track attendance and boost engagement.

Let your team know they're valued. Here are [ways](#) to recognize workers and teams.

Get ready. Share these [10 essential tips](#) with your team to improve attendance. Post the tips on your visual board or share them in your huddle.

Get set. Discuss these [strategies to address attendance issues](#) with your team.

Go! Find out the root causes of your team's attendance challenges. View and download this [fishbone diagram](#) to help identify the factors contributing to poor attendance.

Time is money. Find out how much banked sick leave you can contribute to your Health Reimbursement Account. Enter your numbers in the [HRA calculator](#).



PRO TIP: Impact attendance. Make sure your unit-based team participates in the joint staffing process. Joint staffing is a labor-management process to provide budgeting, staffing and scheduling at the unit level to ensure adequate backfill for time off and to ensure the highest possible quality patient care. [Learn more »](#)



EXPLORE MORE: Use this comprehensive and interactive [Attendance Toolkit](#) to introduce important ideas and tools to help your team succeed. Introduce your team to the Attendance Toolkit in this [short 1-minute video](#).

COALITION PSP GOALS



Attendance SERVICE

Make Your Goal SMART

Here's a sample SMART goal you can use for your next UBT project. Remember, SMART stands for Specific, Measurable, Attainable, Realistic/Relevant and Time-bound.

Specific and **Measurable:** Our team will _____ (insert goal) from a baseline of _____ (insert baseline measure) to a goal of _____ (insert goal measure).

Time-bound: between _____ (start date) and _____ (end date)

A **Realistic** and **Attainable** plan to achieve this goal includes these tactics/activities (consider time, resources and capacity): _____

SAMPLE

Our team will reduce last-minute sick calls by 2%, from 6.35 to 6.22, between January and December.

We will achieve this goal by encouraging staff to schedule time off in advance and educating them on how to use their time effectively.

MAKE IT A SMARTIE GOAL BY CONSIDERING:

Is your goal **Inclusive**? Who is the team collaborating with? Who is missing? Are people the most impacted included in the discussions and decisions?

Is your goal **Equitable**? What are the systemic barriers experienced by people in your workplace or people you serve?



Tools for Success

The best efforts to improve and sustain performance happen in partnership. Use these tools to help unit-based teams improve performance, reach goals and maintain results.

SMARTIE Goal Worksheet

Setting goals is a way to drive results. By incorporating equity and inclusion, goals can produce better outcomes for historically excluded communities, address disparities or support belonging. Use this fillable worksheet to get your UBT project off to a successful start. [Learn more »](#)

Rapid Improvement Model: 3 Questions for Success

Help team members name their improvement goals, decide what measures they will use to determine whether there is improvement and identify changes they can make to lead to an improvement. [Learn more »](#)

PDSA Project Map

RIM+ uses the Plan-Do-Study-Act (PDSA) method for executing small tests of change. This fillable document helps teams stay on track. [Learn more »](#)

How-To Guide: Performance Improvement

Get tips and tools to become proficient in performance improvement techniques. [Learn more »](#)





Spread Effective Practices

Use these tips to sustain and spread effective unit-based team practices.

How Teams Can Spread Successes

- » Shout from the rooftops. Share your success at strategically chosen meetings, UBT summits or social channels.
- » Say specifically that you welcome having others copy your successful practices.
- » Boil down and spell out the factors that helped your project be successful, so that other teams can focus on those.
- » Be a pollinator. Are you in a role where you interact many different departments, facilities or regions? Be the person who brings ideas to others.

How Leaders Can Bolster Successful Practices

- » Be sure your facility or region has a structure and process related to spread.
- » Measure the impact of attempts at spreading success. Does the same process have a different result in a different setting?





Resources

Use the information below to improve and sustain performance in partnership and advance your understanding of Coalition PSP goals and metrics.

OUR COMMITMENT TO HIGH PERFORMANCE

- » [2023 Coalition National Agreement](#). View and download highlights of the national agreement between Kaiser Permanente and the Coalition of Kaiser Permanente Unions.
- » [Coalition of Kaiser Permanente Unions](#). Learn more about the Coalition and its affiliated unions, which represent 89,000 Kaiser Permanente employees.
- » [Coalition PSP Fact Sheet](#). An overview of what's new about the Performance Sharing Program, including goals and metrics, payout structure and eligibility for bonuses.
- » [Coalition PSP Goals and Metrics Slideshow](#). Slides packed with tips and tools to help your team understand PSP goals and metrics for plan years 2024 to 2027.

THE PATH FORWARD

- » [How-To Guide: Performance Improvement](#). Learn proven performance improvement techniques and provide higher-quality care and service to our members.
- » [Performance Improvement Glossary](#). Review key performance improvement terms and concepts to help your team plan and implement a project.
- » [UBT Tracker](#). Use this web-based tool to collect and report data about your unit-based team project.

BOOST PERFORMANCE IN KEY AREAS

- » [National Care Experience](#) (KP Intranet). Sign onto the KP network to access insights, resources and tools to provide the best experience to every person, everywhere, every time.
- » [Quality](#): Learn how Coalition PSP goals drive unit-based teams in their key role of improving clinical quality.
- » [Service](#): See the ways Coalition PSP goals are helping to improve service so that care is convenient, easy, personal and respectful.

MORE TIPS FOR IMPROVING PERFORMANCE

- » [How to Adopt the Best from Others](#). Borrow successful practices from other teams to save time and effort.
- » [LMP Insider](#). Get the latest tips, tools, and stories on Partnership delivered straight to your inbox. Subscribe today!
- » [The Seven Spreadly Sins](#). Steer clear of common pitfalls when it comes to spreading best practices so that teams can inspire each other to success.
- » [Team-Tested Practices](#). Get inspired by other teams.



