



**KP+ALLIANCE 2025**  
**NATIONAL BARGAINING** 

*Partnership Effective Subgroup  
Consensus Recommendations  
Report to the CIC  
August 7, 2025*

**Quad Leads:**  
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# Recommendation #1: Grace Period for Sponsor/Co-Lead Replacement

UBT Co-lead will notify UBT support and the appropriate labor or management chain of command within 15 calendar days of UBT Co-Lead or Sponsor Vacancy. A 90-day grace period will be initiated by UBT support for the identification of a replacement or the UBT will be assessed according to the Path to Performance.

Recommend insertion: 1.B.1.c.4

# Recommendation #2: Development of a “How to Conduct Assessment Trainings”

A labor and management stakeholder, and a UBT support team member (i.e., UBT Consultant, APR) shall be selected from each market to develop a national LMP standard, “How to Conduct Path to Performance (P2P) Assessments” training module for staff who conduct UBT Assessments. The team will be co- led by an Alliance and Management Representative. Development of this training module shall be completed no later than Q3 of 2026. This training will be required for all individuals performing assessments. This work will be done in conjunction with the National Learning Group. This team will sunset once the work has been concluded.

Recommend insertion: 1.B.1.c.4

# Recommendation #3: Sponsor Case Load

Annually, the regions, medical centers, medical facilities and national functions will assess whether the caseload for support positions (e.g., Sponsors, UBT Consultants, etc.) is sustainable and conducive to UBT development. The regions and medical centers will consider goals for these caseloads, which could vary based on such factors as team Path to Performance levels, team size and available resources.

Recommend insertion: 1.B.1.c.2 (language is already there, just need the addition of the word “annually”)

# Recommendation #4: Support for UBTs That Drop Below a Level Three

Market/Service areas UBT Support Teams must develop a plan to address teams that drop below a level 3 as these teams should return to level 3 or better within 6 months. The escalation process should be followed, up to and including escalation to the LMP Council for intervention.

Recommend insertion: 1.B.1.c.3

# Recommendation #5: Use of Tracker Proxies for UBT Documentation

Encourage the use of UBT Tracker proxies to support documentation.

Recommend insertion: 1.B.1.c.1

# Recommendation #6: UBT/LMP Recognition

## 1.B.1.c.6 (new language)

Market/Service areas will maintain and utilize UBT recognition programs. Each market's/service area's recognition program will be made available on the LMP website. Market/service areas will include specific recognition for the spread or adoption of best practices.

Recommend insertion: 1.B.1.c.6

# Recommendation #7: UBT Level Verification

Annually, each market/service area will verify level 4 and 5 UBTs by evaluating a random sample of a minimum of 5% (rounding up to the next whole number) of teams to ensure assessments of team levels are accurate, additional teams may be evaluated upon mutual agreement of labor and management. Each market/service area must establish and maintain a small labor and management assessment team(s). Any assessment team member cannot have a direct relationship with any of the teams being assessed. A summary of assessment findings and potential action items will be provided to the Regional LMP.

(Page 8)

Recommend insertion: 1.B.1.c.4

# Recommendation #8: Sponsor Community of Practice (COP)

All Labor and Management Sponsors are to be invited to Sponsor Community of Practice (COP).

Recommend insertion: 1.B.1.c.5

# Recommendation #9: Unit Based Team Assessment 1.B.1.c.4 (Language Amendment)

UBTs will be evaluated during face-to-face assessment meetings conducted by the team's UBT Consultant, Alliance Partnership Representative (APR), or UBT Support Staff.

Recommend amending language in 1.B.1.c.4 (removal of the word “and”/ addition of “or UBT Support Staff”)

# Recommendation #10 - LMP Training – Modularized Preparing Managers for Partnership



Conduct a pilot of a modularized Preparing Managers for Partnership for a period of 6 months that is open to all markets. Results will be evaluated by the National Learning Group (NLG) and a recommendation for how to broadly implement will be presented to the LMP Executive Committee.

Recommend Insertion: Section 1.E.4

# Recommendation #11: Measuring the Effectiveness of Training (slide 1 of 3)

The parties will identify a small, joint, temporary workgroup that will engage internal KP and Alliance learning evaluation experts. By mutual agreement, external resources can be consulted. The workgroup will make recommendations to the National LMP Learning Group (NLG) for the development and implementation of a comprehensive evaluation program to measure the effectiveness of LMP curriculum.

## Timeline of Workgroup:

- Within 90 days of ratification, co-leads are identified
- Within 120 days of ratification, members of the workgroup are identified and hold their initial meeting

# Measuring the Effectiveness of Training (slide 2 of 3)

## Timeline of Workgroup (cont'd):

- Work to be completed within 6 months of initial meeting with ability to extend by mutual agreement
- Meeting cadence to be determined by the workgroup

The NLG will review the recommendations and present to the LMP Executive Committee for approval with a timeline for implementation along with quarterly updates. Final plan will be jointly and consistently implemented by each Market.

# Measuring the Effectiveness of Training (slide 3 of 3)

In defining training effectiveness, the following will be taken into consideration:

- Overall engagement
- The Value Compass
- Efficiency and Cost Effectiveness
- Positive Outcomes
- Application of concepts
- Aligns with the National Agreement sections 1.E.1 and 1.E.4
- Experience of trainers and trainees

Recommend Insertion: 1.E.4

# Recommendation #12- Just Culture Ownership/Oversight – Timelines - Training

- Full implementation of existing work plan which includes bullet points below within 1 year of ratification.
  - The National Health, Safety, Well-being Committee (NHSWBC), herein referred to as “The Committee,” will implement phased Awareness and Training of the program as follows:
    - Awareness campaign to begin on ratification with a joint message
    - Just Culture Story to follow 30-45 days later
    - Develop and track three (3) levels of training:
      - SME training
      - Awareness training
      - Comprehensive training
    - Develop and implement an annual sustainability plan to begin one year after the initial rollout is complete
  - Dashboard implementation with metrics no later than at full implementation (within 1 year).

Recommended Insertion: Section 1.H.2.a OR 1.I

# Recommendation #13 - Just Culture - Oversight

- Starting immediately, The Committee reports to LMP Executive Committee Tri-chairs on a monthly cadence.
- The Committee starts communicating to the Regional Labor Management Partnership Councils (RLMPCs) ahead of the Awareness Program being implemented (will start on ratification).
- The Committee meets with the Regional Labor Management Partnership Councils (RLMPCs) at least quarterly for at least 15 min. for updates and feedback from the regions.

Recommended Insertion: Section 1.H.2.a OR 1.I

# Recommendation #14 - Just Culture - Resources

- The Committee will conduct an assessment of resource needs to implement the program across all markets/regions, leveraging existing resources first.

Recommended Insertion: Section 1.H.2.a OR 1.I

# Recommendation #15 - Just Culture – Communication Plan

## The “who” and “where” Just Culture communication happens:

- The following will be a part of the **Just Culture communication plan**:
  - Communications will be Jointly Developed
  - KFH/HP and PMG Leadership Meetings (National, Regional, Local)
  - HR and LR (will have an understanding and awareness of the program)
  - UBT’s
  - Huddles
  - Communication Channels:
    - Information on Just Culture awareness spread on ratification of the contract
    - LMP Communications
      - LMP Website, My HR, KP News, Market Newsletters
    - Spread information via: Stewards, Alliance Partnership Representatives (APRs), Contract Specialists, Labor Liaisons, Local Union Leadership/Officers
    - New Employee Orientation (NEO)
    - Alliance Communications
    - Town Halls
    - LMP Councils (Regional and Local)
    - Other National related committees (Regional and Local)
    - Contractual Labor Committees - (Hospital and Clinics) – e.g., RN Committee
    - LMP Committees (e.g., Pharmacy Committee)

Recommended Insertion: Section 1.H.2.a OR 1.I

- The Just Culture program content will not change without approval of The Committee.

Recommended Insertion: Section 1.H.2.a OR 1.I

# Recommendation #17 - Measuring Partnership Effectiveness Above the UBT Level (Slide 1 of 3)

## Create a joint body to develop and implement a measurement tool

Parameters for the joint body:

- **Roles**
  - Small group of no more than 12 people total
  - Equally distributed between AHCU and KP
  - Right people as part of the small group
- **Resources**
  - Joint body to determine resources needed to complete the work
- **Timeline**
  - Identify co-leads within 90 days of ratification
  - Identify small group members and hold initial meeting within 120 days of ratification
  - Work to be completed within 6 months of the initial meeting with ability to extend by mutual agreement
  - Meeting cadence to be determined by the joint body

# Measuring Partnership Effectiveness Above the UBT Level (Slide 2 of 3)

## Create a joint body to develop and implement a measurement tool

- **Governance**
  - Report/check in with Tri-Chairs/ LMP Executive Committee
  - Hand off to Tri-chairs for ownership assignment once work is completed
- ***Deliverables guide to consider but not limited to for the measurement tool***
  - Measures above the UBT level
  - Incorporates Partnership Principles
  - Simple/easy to use, understand, access, not overly burdensome
  - Use of existing data sources and existing resources, where possible
  - Standardized across Markets
  - Constructive and Actionable
  - Scope of tool/levels of data
  - Define recipients of tool and who completes it
  - Cadence and collection process
  - Feedback process

# Measuring Partnership Effectiveness Above the UBT Level (slide 3 of 3)

## Create a joint body to develop and implement a measurement tool

- ***Deliverables guide to consider but not limited to for the measurement tool (Cont'd)***
  - Consider benchmark for measures
  - Reporting out (sharing process)
    - National level
    - Local level
    - Success recognition
  - Archival process

Recommended Insertion: 1.B.1.d

**KP+ALLIANCE 2025**  
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# 2025 KP Alliance National Bargaining Subgroup Reports

Session 4  
August 22, 2025





**KP+ALLIANCE 2025**  
**NATIONAL BARGAINING** >>>

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August 22nd, 2025*

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# Recommendation #19: UBT Tracker Functionality and Efficiency

When UBT Tracker is approved to be updated or replaced, a joint body will be created to review, assess, and make recommendations to enhance the functionality and efficiency of UBT Tracker.

Recommended Insertion: Page 11

# Recommendation #20: UBT Meeting Sample Agenda

An updated UBT Sample Agenda will be included as an exhibit in the National Agreement and available on the LMP Website by Q1 2026. The sample agenda will include references to Alliance National Agreement Language.

*Notation for writing team:*

The Sample Agenda will be watermarked with the word “Sample”.

*Include as asterisk on sample agenda:*

\*This sample agenda does not preclude UBTs from jointly developing agendas that reflect the work they need to address in the Markets to evolve their team across the Path to Performance.

Recommend insertion in 1.B.1.c.1 (end)

# Recommendation #21: LMP Learning – Instructor Led Training Courses

*(Current NA Language – pg. 32)*

Recommend the appropriate delivery methods of each class to meet the curriculum requirements. Regional LMP Councils may submit alternate delivery methods to the National LMP Learning Group for approval.

*(Add)*

Current LMP training courses that are instructor led would remain so unless changed by mutual agreement of the National Learning Group (NLG); with a preference for instructor led trainings.

Recommend insertion: pg. 32- 1.E.4 last bullet

# Recommendation #22: LMP Learning – Tracking & Reporting

Recommend that the “Measurement of Partnership Effectiveness above the UBT Level committee” consider tracking & reporting LMP course completion as part of their work.

*\*Not intended to modify the National Agreement.  
Parties agree to include this as part of our report to the CIC.*