Kaiser Permanente, IT Strategic Services, CIO Chief of Staff Office

People and Culture Engagement Communications

I was the sole communications professional driving people-and-culture communications programs under the Empower Our People brand for the 6,000-person Kaiser Permanente IT organization, including strategic and tactical communications planning, content development, and website design and deployment.

- IT Orientation
- IT Internship
- IT Technical Rotation
- IT Technical Skills Training
- The Energy Project (which consists of PeopleFuel for individual contributors and Fuel for Leaders for people managers, daylong workshops designed to help employees develop healthy energy habits), along with an ongoing energy sustainment initiative
- ILEaD (Inclusively Leading through Equity and Diversity), a workshop designed to help managers understand the principles of inclusion so they can actively promote equity, inclusion, and diversity in their teams and across the organization
- IT Total Health (a community benefit and community service volunteer program)
- Jump Start, an IT technical upskilling program

I call particular attention to one program: namely, IT Total Health. KP IT demonstrates its values through the community benefit program called IT Total Health. Emanating from KP's values, the program focuses on food security and food justice in the nine regions across the country in which IT employees live and work.

In 2019, the program moved from a one-day, annual event to a quarterly timeline. I created the plan and wrote the engagement communications for the 2019Q2 event. My goal was to build and deploy a branded cultural transformation, a change vision, organizational design, and a human capital strategy to anchor the program for further refinement and growth. I partnered with an internal visual designer for the artwork.

In addition, I guided the launch of the Jump Start IT technical upskilling program, which included creating the rollout campaign and the L&D portal on WordPress.

Empower Our People

ILEaD Rollout Communications Plan
February 2019

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Contents

Equity, Diversity & Inclusion in IT
Overview of ILEaD
ILEaD Workshop Objectives
Communications Objectives
Top-Down Communications Model
Overview of Communications Cascade
Phase 1
Phase 2
Phase 3

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Equity, Diversity & Inclusion in IT

Why is inclusion an essential element of the success of IT?

KP is a recognized leader in America's health care industry. Year after year, we continue to push the boundaries of excellence in patient care and administrative efficiency. Our success depends on the engagement and ingenuity of our employees. Innovation requires diversity of experience, ethnicity, gender, thinking styles, age, and more.

KP IT is far more likely to innovate when we embrace diversity in the workplace. We therefore encourage our employees to be themselves so they can make their contributions in their own distinct ways. Diversity drives the innovations that lead to substantive, sustainable change.

A diverse and inclusive workforce gives us a competitive advantage in the marketplace, a better place to work, receive care, and partner with the communities we serve.

Why should leaders be inclusive?

Inclusive leaders more fully engage their team members, tapping each person's unique experience, knowledge, and perspective to increase team creativity and drive higher team achievement. Employees who feel included are more engaged, more productive, and more committed.

From the *Leading Inclusively Playbook*:

"Leading inclusively focuses on building relationships and trust as the lever for increasing engagement and productivity. Change starts with leaders. If you change the leader or manager, you change the culture."

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Overview of ILEaD

What is ILEaD?

ILEaD (Inclusively Leading through Equity and Diversity) was developed by KP's National Diversity, Equity, and Inclusion team and is designed to help managers understand the principles of inclusion so they can actively promote equity, inclusion, and diversity in their teams and across the organization.

Inclusion is the full engagement of every individual's diversity of backgrounds, experiences, and perspectives as assets for nurturing more innovative and creative problem-solving in their own teams and for the success of KP.

What is the ILEaD workshop?

The ILEaD workshop is the forum through which leaders are taught how to develop an inclusive mindset. The workshop is a two-hour, immersive experience incorporating elements of personal storytelling and hands-on learning that provides leaders with tangible behaviors and tools that will enable them to become more inclusive and make lasting change throughout the organization.

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ILEaD Workshop Objectives

ILEaD Workshop Objectives

Inspire a renewed and sustained commitment to inclusion among participants

Help participants develop personalized commitments to inclusive behaviors

Encourage participant understanding of their true impact on the IT culture

Help participants develop tangible, new habits to practice inclusive leadership

Leverage our diversity to create an inclusive IT environment where every group and individual feels valued

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Communications Objectives

Raise Awareness

Keep inclusion top-of-mind. Clearly explain the rationale for and significance of the decision to launch ILEaD across IT. Explain how the ILEaD initiative will affect participants and their workgroups.

Foster Buy-In

Maintaining brand continuity, cascade communications to maximize interest and drive workshop attendance across all IT functional areas. Create experiences anchored in the business and the strategic imperative to unify IT's culture.

Maintain Focus

Frequent, repeated messages pushed out over time and variations in content and format will drive behavior change and provide common, relevant messaging across IT that can be customized for each IT function's needs and communication styles.

Enliven Inclusion

Bring inclusion to life with engaging content, including employee stories that display inclusion as a real-work issue that makes a difference in the way we work in IT to help us reach our goals.

Embed Change

Timely communication will occur throughout the lifecycle of the program to build sustained behavioral change and the associated actions. Ensure staff can identify, understand, and react to inclusion and ethical situations. Validate training effectiveness and amend as necessary.

Grab the attention of IT leaders. Build interest in ILEaD. Generate intent. Open the door for attendance.

Top-Down Communications Model

The ILEaD initiative was introduced by Dick Daniels. Communications will cascade throughout the organization to front-line employees to build higher levels of accountability and engagement.

1 — Call to Action by CIO Dick Daniels

- Dick Daniels "Empower Our People" email (January 11, 2019)
- Established ILEaD change plan objective

2 — Requirements Analysis

- Determined the information and communications needs of IT functional areas
- Proposed a cascading process for the ILEaD change objectives, accountabilities, and authorities

3 — Empower People Leadership

Ross Kwok and Bob Walters will:

- Ensure the mandate is clearly articulated
- Set clear expectations within the ITEC leadership team for what is to be done within each functional area, including deliverables, timelines, and resources

4 — Functional Leadership Teams

IT functional leaders will:

- Ensure the ILEaD training program is implemented within their organizations
- Set performance expectations for managers
- Help to reinforce inclusion behaviors by modeling and tone at the top

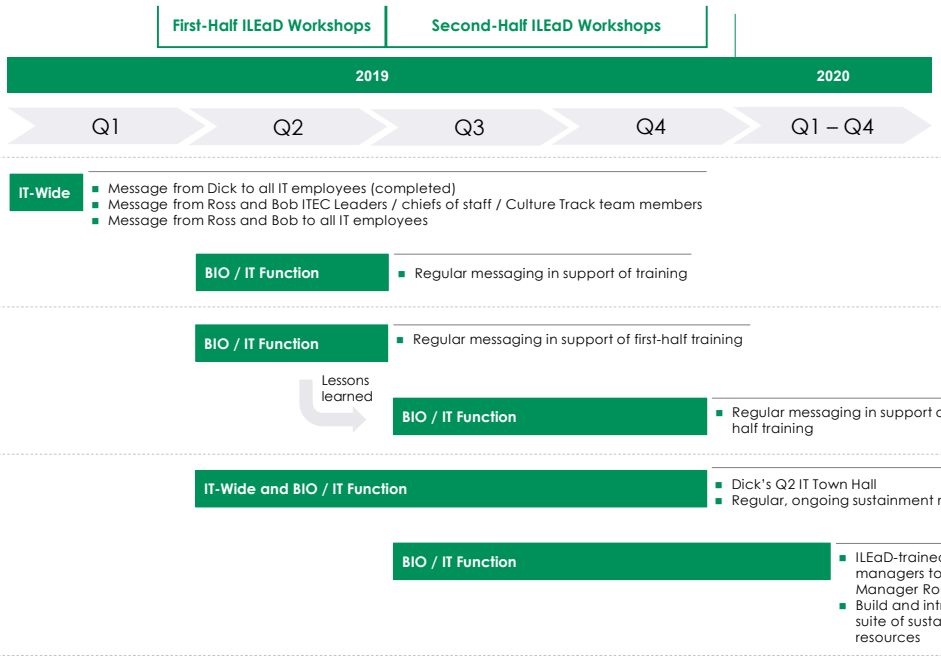
Comprehensive Communications Support

Develop and deploy line-of-sight communications across and specific to functional areas to connect participant goals with the organization's goals to reinforce and sustain ILEaD and its inclusion practices

Develop and report out program metrics:

- Targeting session completion rate of 80% in 2019
- Targeting behavior change metrics in 2020 (when the People Pulse survey is replaced)

Overview of Communications Cascade



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Phase 1

Opportunity Definition and Kickoff

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“

Inclusion: Collaborating with KP’s national Diversity, Equity, and Inclusion team, we are rolling out the Inclusively Leading through Equity and Diversity (ILEaD) workshop to IT Managers in 2019. We will expand manager round tables and skip-level meetings to ensure our employees have an opportunity to speak up.

”

Dick Daniels, EVP & CIO
Strategic Imperative
January 11, 2019

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Phase 1 Communications Timeline (1 of 2)

IT-wide communications: (1) Set the strategic direction. (2) Analyze stakeholder needs. (3) Communicate across IT to raise awareness of the ILEaD training curriculum and foster buy-in.

Activity Date >>>	01/11/2019	01/23-28/2019	03/05/2019	04/10/2019	04/15/2019
Audience	All IT employees	Culture Track team members	All IT HR employees (including people managers and non-managerial staff)	ITEC, Chiefs of Staff, BMOs	All IT employees (including people managers and non-managerial staff)
Owner(s)	Daniels	Buenviaje	Kwok and Walters	Buenviaje	Kwok and Walters
Means of Communication / Deliverables	Email	Teleconference	Email, with one-pager attachment	Email	Email, with one-pager attachment
Key Message	Communicate rollout of culture programs for 2019 to build support among ITEC leaders	Requirements analysis	Details on ILEaD soft launch, 80% manager participation goals, and expectations	For your reference, this message from Kwok and Walters will go to all IT employees in 48 hours	Details on ILEaD and WEP, 80% manager participation goals, and expectations
Call to Action	Familiarize yourself with Empower Our People programs to launch in 2019	Please put the exploratory meeting on your schedules	Get ready to be introduced to and participate in ILEaD and Manager Roundtables	Please review the message prior its distribution to all IT employees	Get ready to be introduced to and participate in ILEaD and Manager Roundtables
Responsibility for Creating Content	Kruizenga	Buenviaje	Buenviaje, Tintoc, Speliopoulos	Buenviaje, Tintoc, Speliopoulos	Buenviaje, Tintoc, Speliopoulos
Status	Completed	Completed	Underway	Underway	Underway

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Phase 1 Communications Timeline (2 of 2)

BIO / IT function communications: (1) Communicate a strong tone from the top in support of inclusion and ILEaD participation. (2) Address high-risk awareness gaps.

Activity Date >>>	03/01/2019	03/2019 – 06/2019	03/2019 – 06/2019	03/2019 – 06/2019	03/2019 – 06/2019	03/2019 – 06/2019
Audience	Culture Track team members representing their respective areas	BIO / IT functional area people managers	BIO / IT functional area people managers	BIO / IT functional area people managers	BIO / IT functional area people managers	BIO / IT functional area people managers
Owner(s)	Culture Track team members	ITEC leaders, supported by Culture Track team members	ITEC leaders, supported by Culture Track team members	ITEC leaders, supported by Culture Track team members	ITEC leaders, supported by Culture Track team members	ITEC leaders, supported by Culture Track team members
Means of Communication / Deliverables	Messages, FAQs, talking points (to be utilized by functional areas from March through June)	Email (every two weeks)	IT functional leadership meetings	Functional area manager calls and meetings	Skip-level meetings	Posts to Microsoft Teams
Key Message	Please be aware of the benefits of ILEaD	Please be aware of the benefits of ILEaD	Please be aware of the benefits of ILEaD	Please be aware of the benefits of ILEaD	Please be aware of the benefits of ILEaD	Please be aware of the benefits of ILEaD
Call to Action	Reexamine your own ideas in light of KP's definition of diversity	Get ready to be introduced to, participate in ILEaD and in roundtables	Get ready to be introduced to, participate in ILEaD and in roundtables	Get ready to be introduced to, participate in ILEaD and in roundtables	Get ready to be introduced to, participate in ILEaD and in roundtables	Get ready to be introduced to, participate in ILEaD and in roundtables
Responsibility for Creating Content	Buenviaje, Tintoc, Speliopoulos	Culture Track team members	Culture Track team members	Culture Track team members	Culture Track team members	Culture Track team members
Status	Not started	Not started	Not started	Not started	Not started	Not started

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Phase 2

Pre-Training and Training Execution

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Training Dates by Scheduled Date

Functional Areas	Training Dates (as of February 26, 2019)
CDTS	Completed
ITSS	Completed
HR (MSSA & IT)	March 13 (SOFT KICKOFF)
ASG	April 30 (summit eve)
IMG	May 28 (150 managers)
EUS	June 4 – 5 (leadership team only)
HP	June 18 – 19 (NoCal) – tentative
TRO	Sept. 24 (NoCal)
CTO	Oct. 14
IT Finance	Nov. 18
DCSS	TBD - Need to intro. ILEaD to Wendy; may need to have 2+ sessions

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Phase 2 Communications Timeline (1 of 2)

BIO / IT function communications: ***Early-year training sessions:*** (1) Distribute targeted, BIO-specific communications. (2) Maximize interest in and attendance at training sessions.

Activity Date >>>	04/16/2019	03/2019 – 06/2019	03/2019 – 06/2019	03/2019 – 06/2019	03/2019 – 06/2019	03/2019 – 06/2019	03/2019 – 06/2019
Audience	Culture Track team members	BIO / IT functional area employees	BIO / IT functional area employees	BIO / IT functional area employees	BIO / IT functional area employees	BIO / IT functional area employees	BIO / IT functional area employees
Owner(s)	Culture Track team members	ITEC leaders, BMOs, CoS supported by Culture Track team members	ITEC leaders, BMOs, CoS supported by Culture Track team members	ITEC leaders BMOs, CoS supported by Culture Track team members	ITEC leaders, BMOs, CoS supported by Culture Track team members	ITEC leaders, BMOs, CoS supported by Culture Track team members	ITEC leaders, BMOs, CoS supported by Culture Track team members
Means of Communication / Deliverables	Messages, FAQs, talking points refined from lessons learned in Phase 1 (to be utilized by functional areas from March through June)	Email (every two weeks)	IT function newsletters	IT functional leadership meetings	Functional area manager calls and meetings	Skip-level meetings	Posts to Microsoft Teams
Key Message	Introductory material is on the way	ILEaD training will be held on (date), at (place), time, duration, logistics, 80% target, why this is important, what you'll get out of it	ILEaD training will be held on (date), at (place), time, duration, logistics, 80% target, why this is important, what you'll get out of it	ILEaD training will be held on (date), at (place), time, duration, logistics, 80% target, why this is important, what you'll get out of it	ILEaD training will be held on (date), at (place), time, duration, logistics, 80% target, why this is important, what you'll get out of it	ILEaD training will be held on (date), at (place), time, duration, logistics, 80% target, why this is important, what you'll get out of it	ILEaD training will be held on (date), at (place), time, duration, logistics, 80% target, why this is important, what you'll get out of it
Call to Action	Prepare for ILEaD	Attend ILEaD training	Attend ILEaD training	Attend ILEaD training	Attend ILEaD training	Attend ILEaD training	Attend ILEaD training
Responsibility for Creating Content	Buenviaje, Tintoc, Speliopoulos	Culture Track team members	Culture Track team members	Culture Track team members	Culture Track team members	Culture Track team members	Culture Track team members
Status	Not started	Not started	Not started	Not started	Not started	Not started	Not started

Phase 2 Communications Timeline (2 of 2)

BIO / IT function communications: ***Late-year training sessions:*** (1) Targeted, BIO-specific communications. (2) Further refine messaging based on training in the early part of the year.

Activity Date >>>	07/01/2019	07/2019 – 10/2019	07/2019 – 10/2019	07/2019 – 10/2019	07/2019 – 10/2019	07/2019 – 10/2019	07/2019 – 10/2019
Audience	Culture Track team members	BIO / IT functional area employees	BIO / IT functional area employees	BIO / IT functional area employees	BIO / IT functional area employees	BIO / IT functional area employees	BIO / IT functional area employees
Owner(s)	Culture Track team members	ITEC leaders, BMOs, CoS supported by Culture Track team members	ITEC leaders, BMOs, CoS supported by Culture Track team members	ITEC leaders, BMOs, CoS supported by Culture Track team members	ITEC leaders, BMOs, CoS supported by Culture Track team members	ITEC leaders, BMOs, CoS supported by Culture Track team members	ITEC leaders, BMOs, CoS supported by Culture Track team members
Means of Communication / Deliverables	Messages, FAQs, talking points refined from lessons learned in early-year training, plus success stories (to be utilized by functional areas from July through October)	Email (every two weeks)	IT function newsletters	IT functional leadership meetings	Functional area manager calls and meetings	Skip-level meetings	Posts to Microsoft Teams
Key Message	Introductory material is on the way for those to be trained in the second half	You will be trained later in the year	You will be trained later in the year	You will be trained later in the year	You will be trained later in the year	You will be trained later in the year	You will be trained later in the year
Call to Action	Prepare for ILEaD	Conduct a Manager Roundtable(s) in the meantime	Conduct a Manager Roundtable(s) in the meantime	Conduct a Manager Roundtable(s) in the meantime	Conduct a Manager Roundtable(s) in the meantime	Conduct a Manager Roundtable(s) in the meantime	Conduct a Manager Roundtable(s) in the meantime
Responsibility for Creating Content	Buenviaje, Tintoc, Speliopoulos	Culture Track team members	Culture Track team members	Culture Track team members	Culture Track team members	Culture Track team members	Culture Track team members
Status	Not started	Not started	Not started	Not started	Not started	Not started	Not started

Phase 3

Sustainment, Evaluation, and Improvement

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Phase 3 Communications Timeline (1 of 3)

IT-wide communications: (1) Provide ILEaD-trained managers with resources to reinforce and sustain behavioral changes, including WEP, Manager Roundtables, and skip-level meetings.

Activity Date >>>	Q2 – Q4	07/2019 or 08/2019	09/2019 or 10/2019	04/2019 – 12/2019
Audience	All IT employees	Culture Track team members	All IT employees	All IT employees
Owner(s)	Nancy Li	Buenviaje, TBD Brown Bag Owner	Buenviaje, TBD Hub article Owner	Buenviaje, TBD Managing IT Owner
Means of Communication / Deliverables	Dick's IT town halls and ITEC members' respective town halls	KP Learning Forum (next in the EOP Brown Bag series)	Long-form article on The Hub	Monthly mentions in Managing IT
Key Message	Progress report-out, importance of training	Why ILEaD training is important to IT, what has the ILEaD experience like, here are the concerns we've heard	Why, what, success stories	Why, what, success stories, what's coming for non-manager employees; tips on how to speak up and how to create a safe place to do so; describe resources
Call to Action	Plan to attend, host / join a roundtable, speak up!	Plan to attend, host / join a roundtable, speak up!	Plan to attend, host / join a roundtable, speak up!	Plan to attend, host / join a roundtable, speak up!
Responsibility for Creating Content	Buenviaje, Tintoc, Speliopoulos	Buenviaje, Tintoc, Speliopoulos	Buenviaje, Tintoc, Speliopoulos	Buenviaje, Tintoc, Speliopoulos
Status	Completed	Completed	Underway	Underway

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Phase 3 Communications Timeline (2 of 3)

BIO / IT function communications: (1) Build on early wins to boost staff motivation. (2) Motivate frontline people managers by tackling their concerns.

Activity Date >>>	4Q2019 – 2020	1Q2020	2020
Audience	Culture Track team members	ILEaD-trained managers	IT workgroups
Owner(s)	Buenviaje, Tintoc, Speliopoulos	Buenviaje	ILEaD-trained managers
Means of Communication / Deliverables	Culture Track team meeting	Messages, FAQs, talking points (to be delivered through various channels)	Manager Roundtables
Key Message	Targeting session completion rate of 80% in 2019 Targeting behavior change metrics in 2020 (when the People Pulse survey is replaced)	Here are our expectations for Manager Roundtables	Follow the Manager Roundtable Toolkit
Call to Action	Looking ahead to 2020, let's reach a consensus on measurements	Lead Manager Roundtables or WEP sessions	Report your successes and areas that need work
Responsibility for Creating Content	Buenviaje, Tintoc, Speliopoulos	Buenviaje, Tintoc, Speliopoulos	ILEaD-trained managers
Status	Not started	Not started	Not started

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Phase 3 Communications Timeline (3 of 3)

BIO / IT function communications: (1) Build on early wins to boost staff motivation. (2) Motivate frontline people managers by tackling their concerns.

Activity Date >>>							
Audience	Culture Track team members	BIO / IT functional area employees	BIO / IT functional area employees	BIO / IT functional area employees	BIO / IT functional area employees	BIO / IT functional area employees	BIO / IT functional area employees
Owner(s)	Culture Track team members	ITEC leaders, supported by Culture Track team members	ITEC leaders, supported by Culture Track team members	ITEC leaders, supported by Culture Track team members	ITEC leaders, supported by Culture Track team members	ITEC leaders, supported by Culture Track team members	ITEC leaders, supported by Culture Track team members
Means of Communication / Deliverables	Messages, FAQs, talking points refined from lessons learned in 2019 training	IT function newsletters	Email (every two weeks)	IT function town halls	Functional area manager calls and meetings	Skip-level meetings	Posts to Microsoft Teams
Key Message	Introductory material is on the way	Expectations and value of WEP	Expectations and value of WEP	Expectations and value of WEP	Expectations and value of WEP	Expectations and value of WEP	Expectations and value of WEP
Call to Action	Attend ILEaD training	Host / participate in a WEP session(s)	Host / participate in a WEP session(s)	Host / participate in a WEP session(s)	Host / participate in a WEP session(s)	Host / participate in a WEP session(s)	Host / participate in a WEP session(s)
Responsibility for Creating Content	Buenviaje, Tintoc, Speliopoulos	Culture Track team members	Culture Track team members	Culture Track team members	Culture Track team members	Culture Track team members	Culture Track team members
Status	Not started	Not started	Not started	Not started	Not started	Not started	Not started

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Phase 3 Communications Timeline (3 of 3)

BIO / IT function communications: (1) Build on early wins to boost staff motivation. (2) Motivate frontline people managers by tackling their concerns.

Activity Date >>>						
Audience	BIO / IT functional area employees	BIO / IT functional area employees	BIO / IT functional area employees	BIO / IT functional area employees	BIO / IT functional area employees	BIO / IT functional area employees
Owner(s)	ITEC leaders, supported by Culture Track team members	ITEC leaders, supported by Culture Track team members	ITEC leaders, supported by Culture Track team members	ITEC leaders, supported by Culture Track team members	ITEC leaders, supported by Culture Track team members	ITEC leaders, supported by Culture Track team members
Means of Communication / Deliverables	IT function newsletters	Email (every two weeks)	IT function town halls	Functional area manager calls and meetings	Skip-level meetings	Posts to Microsoft Teams
Key Message	Expectations and value of WEP	Expectations and value of WEP	Expectations and value of WEP	Expectations and value of WEP	Expectations and value of WEP	Expectations and value of WEP
Call to Action	Host / participate in a WEP session(s)	Host / participate in a WEP session(s)	Host / participate in a WEP session(s)	Host / participate in a WEP session(s)	Host / participate in a WEP session(s)	Host / participate in a WEP session(s)
Responsibility for Creating Content	Culture Track team members	Culture Track team members	Culture Track team members	Culture Track team members	Culture Track team members	Culture Track team members
Status	Not started	Not started	Not started	Not started	Not started	Not started

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Appendix

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Inclusive Communications Plan (Preliminary)

Direction-Setting

Across IT Communications

1/11 Email from Dick to all IT managers and staff

Messages: Importance of people to achieve IT Strategy, 2018 Culture achievements, Culture plans for 2019 (completed)

3/31 Email from EoP (Ross and Bob) to ITEC and all IT managers and staff

Messages: Details on ILEaD and WEP, what to expect, 80% target (IT goal), host Manager Roundtables, Toolkit, why this is important for IT, "the ask"

- One-pager describing ILEaD, delivery, and expectations

BIO / IT Function Communications

April / May / June from ITEC leader to VP-ED / BMO / all staff

Messages: Support for Inclusive, we will hold ILEaD <date>, expect more opportunities to speak up and be heard, this is important so that we can do what we do better, I expect your support and participation, 80% goal

- Via periodic emails, IT functional leadership meetings, manager calls, skip-level meetings, blast in Teams,
- FAQs, talking points, messages

Pre-Event / Event

BIO / IT Function Communications

April / May / June from ITEC leader / VP-ED / BMO (training in 1H2019) to their teams

Messages: Support for Inclusive, we will hold ILEaD <date>, expect more opportunities to speak up and be heard, this is important so that we can do what we do better, expect managers to participate, logistics info, WIIFM, pre-work

- Via newsletters, periodic emails, IT function town halls, manager calls, skip-level meetings, blast in Teams
- FAQs, talking points, messages

July thru October from ITEC leader / VP-ED / BMO (training in 2H2019) to their teams

Messages: Support for Inclusive, we will hold ILEaD later in year, expect more opportunities to speak up and be heard via manager roundtables in meantime, this is important so that we can do what we do better, expect managers and staff to participate, WIIFM

- Via newsletters, periodic emails, IT function town halls, manager calls, Top two level meetings, blast in Teams

Sustainment

Across IT Communications

- Q2 / Q3 / Q4 IT town halls – progress, importance
- July or August – KP Learning Forum next in series "EoP Brown Bag" featuring why we are doing this, what it is, what is the ILEaD experience like
- September or October – Full article on IT Hub – why we are doing this, what it is, success story / case study
- April thru December – Monthly mentions in Managing IT

BIO / IT Function Communications

- Managers to host Manager Roundtables (use Toolkit)
- Talking points on expectations and value of WEP in newsletters, periodic emails, IT function town halls, manager calls, skip-level meetings, blast in Teams

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The ILEaD Team

Contact	ILEaD Function	Email Address
Kristi Bellis	Coordination / Logistics	Kristi.R.Bellis@kp.org
Tamara Jonoubeh	Sustainment	Tamara.B.Jonoubeh@kp.org
Matt Thompson	Follow-Up / Reporting	Matthew.Thompson@kp.org
Jenni Tintoc	Program Management	Jennifer-Nicole.S.Tintoc@kp.org
Peter Speliopoulos	Communications	Peter.P.Speliopoulos@kp.org

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Send: March 5, 2019
Subject: ILEaD: Inclusion makes us stronger

Introducing ILEaD (Inclusively Leading through Equity and Diversity)

A message from Bob Walters, Vice Oresident of HR Consulting, IT and MSSA, and Ross Kwok, Vice President, IT Strategic Services & IT BIO

ITLG colleagues,

We're honored to officially kick off the ILEaD program with IT people managers across the IT community.

Earlier this year, in an email memo to IT employees, EVP and CIO Dick Daniels reiterated the importance of the Empower Our People strategy in achieving our three-year IT strategy and the significance of our culture programs in "building a unified culture with shared purpose, values, language, and experiences."

Dick went on to announce the rollout of ILEaD, which is a key driver of our Inclusive value:

> **Inclusion:** Collaborating with KP's National Equity, Inclusion, and Diversity team, we are rolling out the Inclusively Leading through Equity and Diversity (ILEaD) workshop to IT managers in 2019. We will expand manager roundtables and skip-level meetings to ensure our employees have an opportunity to speak up.

ILEaD, which grew out of the National Equity, Inclusion, and Diversity office's *Leading Inclusively Playbook*, is being introduced to IT people managers throughout 2019. After their training, managers are encouraged to practice and sustain what they learned—conducting roundtables, informal chats, and skip-level meetings, using the Manager Roundtable Toolkit as their guide. Finally, ILEaD training will be introduced to all IT employees in 2020.

KP's focus on diversity, equity, and inclusion

A diversity of ideas and opinions is the hallmark of an inclusive culture. With each iteration of our diversity, equity, and inclusion programs in the IT community, our mission has been to engage and energize our people so they achieve the best results for KP and become more skilled at igniting innovation and powering greater creativity.

We encourage our people managers to model the behaviors we want the entire IT community to emulate. Our challenge to IT managers is that they help create a dynamic, high-engagement culture across IT that values and respects the talents and contributions of each individual team member and that they encourage members of their workgroups to speak up in order to help unify IT's inclusive culture and help us advance the IT strategy.

The ILEaD workshop

The two-hour ILEaD workshop offers an immersive learning experience and is designed to introduce IT people managers to the distinctive competencies of inclusive leaders. The workshop focuses on developing the competencies, skills, and behaviors that empower inclusivity and the leadership skills that help build a motivated and engaged culture of achievement.

You'll find ILEaD training to be a transformative experience. You'll learn to act with intention and conscious effort to bring inclusion to your work and challenge the efforts of those who would silence other voices.

Our IT People Programs team has worked hard to strengthen all aspects of the ILEaD rollout, most significant of which is the appointment of 15 new facilitators across the organization, who will receive extensive training in early June. The ILEaD workshop is a uniquely energizing and thought-provoking exercise the embraces the art of workplace inclusion. We urge you to take ILEaD training at your earliest convenience and champion the program throughout your organizations. To help you lead the way, we've attached valuable reference material.

Bob & Ross

RESOURCES:

- **ILEaD onepagers (overview and logistics)**
- **ILEaD introduction**
- **ILEaD guidelines and FAQs**

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Empower Our People

IT Total Health Day of Service
National Volunteer Week (April 7 – 13, 2019)
Communications Plan and Champions' Toolkit (2Q2019)

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Table of Contents

Background
- Overview of the IT Total Health Program
- Food Justice and Food Security Defined
- IT Total Health Brand

Communications Planning
- IT Total Health Program Objectives
- Conceptual Framework
- What We Believe
- Communications Objectives
- Core Messaging
- Measurement of Success

Champions' Toolkit
- Communications Outreach Timeline
- Resources for Champions
- IT-Wide Promotional Communications
- Champions' Toolkit on SharePoint

Appendix
- Program Objectives and Day of Service Dates
- 2019 IT Total Health Champions
- IT Total Health Communications Team

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Background

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Overview of the IT Total Health Program (1 of 3)

IT Total Health is part of the *Unify Our Culture* pillar

Invest in
Professional Development

Targeted training, development programs, and coaching, initially focused on technical skills

Enhance
Career Programs

Support virtual work, enhance our workforce mix, and unify our career programs.

Unify
Our Culture

Shared purpose, values, language and experiences.

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Overview of the IT Total Health Program (2 of 3)

Invest in Professional Development

- New learning & development capability for technical skill-building, including general and practitioner training, and a robust platform
- Clear governance, intake process, scope and budget for technical training
- Redesign and launch new, regional IT Orientation program
- Launch post-orientation employee enrichment program

Enhance Career Programs

- Develop and grow IT Internship Program, including increasing support for conversion
- Pursue alignment of early in career programs
- Launch mentoring program for senior in career staff

Unify Our Culture

- Complete rollout of Energy Project training and sustainment (toolkits, Energy Challenge
- Rollout ILEaD diversity and inclusion training, and increase speaking up through manager roundtables
- **Expand participation in IT Total Health (Community Benefit) efforts focused on Food Justice and Security with locally organized events**

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Overview of the IT Total Health Program (3 of 3)

KP's Mission

KP exists to provide high-quality, affordable health care services and to improve the health of our members and the communities we serve.

IT Total Health's Vision

We are trusted partners in total health, collaborating with people to help them thrive and creating communities that are among the healthiest in the nation.

What is Total Health?

Total health extends far beyond medical facilities to the places where people live, work and play. We're committed to helping people be healthier in all aspects of their lives and building stronger, healthier communities.

IT Total Health Champions

- Our program is driven by the key leaders of the IT Total Health team who leverage local community resources, ideas, and experience
- Encouraging regional participation of more IT employees in contributing their time and talents to addressing Hunger and Nutrition needs
- Making it easy and accessible for employees and teams to participate in volunteer events
- Working with regional Community Benefit leads and local IT leadership to encourage high levels of employee participation across IT functional areas

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Food Justice and Food Security Defined

In 2019, the IT Total Health program is focused on food justice and food security:

The scope of food justice and food security activism

- Food justice is about more than food security and nutrition. Food justice ranges from activities addressing social, environmental, and economic justice to the need for improved nutrition and health in our communities.
- Food justice activists therefore view the lack of healthy food in our communities as a human rights issue.

Food insecurity in our communities

The face of food insecurity and the need in our communities is as diverse as our communities:

- Children and youth
- Older adults
- People with disabilities
- Unemployed and low-income working families

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IT Total Health Brand

We've established new branding that will resonate with our volunteers and communities better than the IT Total Health name as a standalone element, yet still capture our focus on food justice and security:

Nourishing Our Communities

IT Total Health Day of Service

FEED. LEAD. STRENGTHEN.

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Communications Planning

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IT Total Health Program Objectives

- Help champions incorporate community food security perspectives into their local recruitment processes for developing community projects
- Help employees understand the scope of community food security problems, needs, opportunities, potential solutions, and the contributions they can make in their communities
- Improve and broaden the design and delivery of projects to incorporate multiple objectives that address the full range of issues facing communities, from social to economic to public health to environmental
- Encourage champions to stay connected and share lessons learned as they build and expand their local initiatives
- Assume the vanguard in leading community conversations and planning regarding collaboration between the health care industry and KP's mission
- Strengthen partner agency networks in the regions in which we have a presence
- Amplify the voices of those experiencing hunger within our communities and continue to bring public awareness to the people who are impacted by food insecurity by telling their stories

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Conceptual Framework

IT's community food security planning process includes a number of components:

- Community and regional needs assessments
- Defining the communities to be served
- Building relationships with community organizations and internal stakeholders
- Designing a long-term strategic framework
- Developing comprehensive, multisector communications strategies and tactics

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What We Believe

Making total community health a reality:

- We are committed to improving the health of our communities.
- Good health is a fundamental right shared by all.
- We share our financial resources, research, physicians, and clinical practices. But, more importantly, we share ourselves.
- Good health begins with healthy environments: fresh fruits and vegetables in neighborhood stores, successful schools, clean air, accessible parks, and safe playgrounds.
- Good health for the entire community requires equity and social and economic well-being.

Source: https://share.kaiserpermanente.org/total-health/community-health/

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Communications Objectives

- Demonstrate that KPIT stands behind KP's commitment to the communities we serve
- Expand participation in IT Total Health (Community Benefit) efforts focused on food justice and security through locally organized events
- Demonstrate to our employees and the communities we serve that KPIT is unified in its commitment to IT Total Health (Community Benefit)
- Build awareness and activate community efforts focused on food justice and food security
- Support champions with a robust community action toolkit
- Communicate and educate about food justice and security
- Support the national food security program
- Encourage champions to think big, but focus on pragmatic local actions
- Encourage new community initiatives that complement existing efforts

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Core Messaging (1 of 3)

> "Make a career of humanity … and you will make a greater person of yourself, a greater nation of your country, and a finer world to live in."
>
> Rev. Dr. Martin Luther King, Jr.

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Core Messaging (2 of 3)

Volunteerism is fun, rewarding work

- Engaging in community service and volunteerism gives us the opportunity to become active members of our communities and has a lasting, positive impact on society at large.
- Community service brings us together. As a volunteer, you help unify people from diverse backgrounds to work toward a common goal.
- Volunteering is good for you, providing physical, emotional, mental, and spiritual rewards. Moreover, volunteering reduces stress and boosts emotional energy. Experts report that when you focus on someone other than yourself, tension-producing patterns are interrupted.
- You can make a difference. Every volunteer counts!

Volunteerism is rewarding for the community

- Supporting community needs helps foster self-esteem, empathy, and a sense of accomplishment.
- Community service and volunteerism are an investment in your community and the people who live around us at work and home.
- Volunteerism helps you develop a richer perspective of the world we live in. Hunger is a real and growing problem in our nation and one that's all too often overlooked. You'd never know the severity of the problem by watching or reading the news. But, together, we can change that. How? By educating ourselves and getting involved so we're part of the solution through volunteerism.

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Core Messaging (3 of 3)

Corporate social responsibility (CSR) helps bring change to our communities

- Community service is equally beneficial to KP and our employees. And, for KP, corporate social responsibility goes well beyond the balance sheet and addresses the needs of the communities in which we do business, our patients, our employees, and perspective employees and contractors.
- Corporate social responsibility is clearly the right thing to do on an ethical level. While it's true that our volunteer programs strengthen our reputation as an employer of choice and generate more earnings for KP because our employees are engaged in our corporate mission and vision, CSR, above all else, helps transform the lives of community members in ways that aren't at all tied to profit margins.
- KP's community commitment makes our employees feel proud to be associated with the company, and it also makes them feel better about their work personally. Moreover, volunteerism helps to build and promote a positive culture within KP and also influences teamwork among workgroups.
- When our employees put their job skills to good use in a volunteer capacity, there's an opportunity for them to expand their workplace skills. In a new volunteer environment, employees can get more creative than ever before, troubleshoot problems in different ways, and gain additional skills that they might not have an opportunity to utilize at the office.

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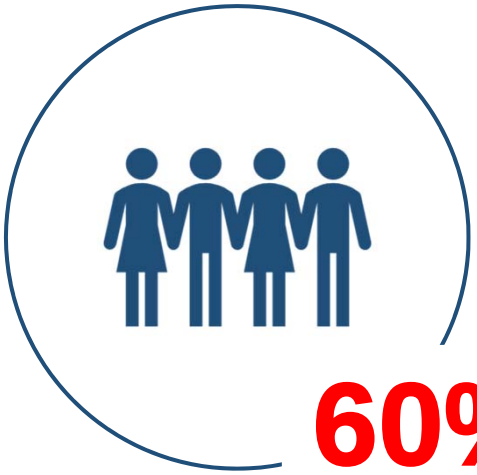
Measurement of Success



60%

Annualized participation rate

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Champions' Toolkit

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Communications Outreach Timeline

High-level summary of the key planned communications to promote IT Total Health Week

Pre-Campaign March 25 – April 6	Campaign National Volunteer Week April 7 – 13	Post-Campaign April 14 – 19
• Kickoff email message from Ross and Bob to all IT employees (**Monday, March 25**) [Sowell, Speliopoulos] • Meeting with champions to discuss what's new in the SharePoint communications toolkit (**Thursday, March 28**) [Sowell, Speliopoulos] • Promotional content and updated content posted to the *Empower Our People* website (**Thursday, March 28**) [Sowell, Speliopoulos] • Promotional story posted on *This Week on the Hub* (**Thursday, March 28**) [Sowell, Speliopoulos]	• Email message from champions to their leadership teams (BMOs) announcing that the program is one week away (**Monday, April 1**) [champions, toolkit] • Email message from champions to local employees promoting volunteer opportunities (**Wednesday, April 3**) [champions, toolkit]	• Email message from champions to local volunteers thanking them for their participation [champions, toolkit] • Closing, summary email message from Ross and Bob to all IT employees [Sowell, Speliopoulos] • Feature article on *This Week on the Hub* [Sowell, Speliopoulos]

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Resources for Champions

Champions can leverage the resources below to support their regional promotion efforts. In addition, your communications team will also help with region-specific communications.

Promotional Material

- IT Total Health poster
- IT Total Health banner (select from 2)
- IT Total Health flyer (select from 2)
- IT Total Health PowerPoint overview

Campaign Communications

- Champions message to their regional IT leaders
- Champions message to local employees, following up on kickoff message from Ross and Bob (select from 3)
- Champions message to local employees promoting volunteer opportunities
- Champions message to local employees with a last call to sign up and a summary of upcoming activities

Post-Campaign Communications

- Champions message thanking local volunteers for their participation

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IT-Wide Promotional Communications

Champions are accountable for planning and sending regional communications. IT-wide communications will be created and managed by the IT Total Health core team.

IT-Wide Promotional Communications

- Kickoff email message from Ross and Bob to the IT community (Sowell, Speliopoulos)
- Promotion on the *This Week on the Hub* social channel (Sowell, Speliopoulos)
- Promotion on the *Empower Our People* website (Sowell, Speliopoulos)
- Closing message from Dick to the IT community (Sowell, Speliopoulos)
- Feature article on *This Week on the Hub*, with stories, event summaries, and pictures (Sowell, Speliopoulos)

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Champions' Toolkit on SharePoint (1 of 3)

Folder Structure

The Champions' Toolkit is housed on SharePoint in a folder titled **2019Q2 IT Total Health**. Successive toolkits will follow this folder naming convention: 2019Q2 IT Total Health … 2020Q1 IT Total Health.

File Naming Convention

File names take this form:

Toolkit_YYYYQ9_purpose of document_document title_FINAL

For example:

Toolkit_2019Q2_Pre-Campaign_Champion Follow-Up to Kickoff Message_FINAL

How we organize and name our files will have a huge impact on your ability to find those files during this campaign and future campaigns and to understand what they contain. We are consistent and descriptive in naming and organizing campaign and toolkit files so that it's obvious where to find specific information and what the files contain.

A good format for date designations is YYYYMMDD or, in this case, YYYYQ9. This format makes sure all of our files stay in chronological order, even over the span of many years.

Font

All pieces are in the **Century Gothic** font, which is closest to KP's official font, Avenir. We use Century Gothic because Avenir isn't among the font selections in Microsoft Office. Both fonts are sans-serif typefaces in the geometric style.

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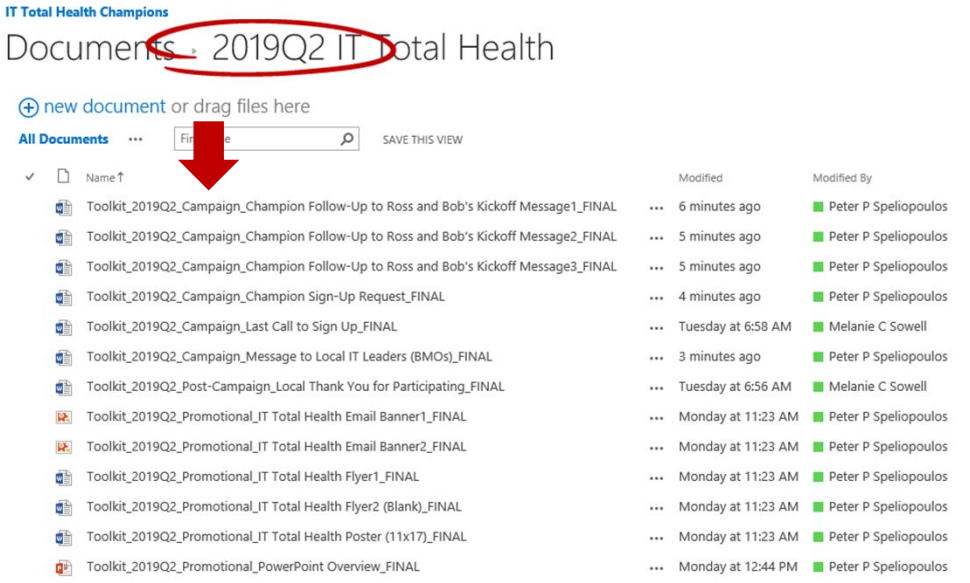
Champions' Toolkit on SharePoint (2 of 3)



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Champions' Toolkit on SharePoint (3 of 3)

[Access the 2Q 2019 Champions' Toolkit]

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Sample from the Champions' Toolkit

TIMING:	Plan to send during the week following Ross and Bob's kickoff message to all IT employees
TO:	All local IT employees
FROM:	You as IT Total Health champion for your location
SUBJECT:	IT Total Health volunteer activities available in [local area]

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Nourishing Our Communities

IT Total Health Day of Service

FEED. LEAD. STRENGTHEN.

Hello everyone,

[Last week], Empower Our People executive sponsors Ross Kwok and Bob Walters invited all IT employees to volunteer for the Q2 IT Total Health Day of Service during National Volunteer Week, from April 7 through 13, a week of organized community benefit activities across our eleven IT locations, focused on food, hunger, and nutrition.

As your local IT Total Health [champion(s), I/we] have organized [several] meaningful events in our area during this week, which are now available for you to sign up for and participate in. There are all kinds of opportunities to choose from, including [list a few examples, such as: "spending a few hours in a food bank, planning veggies in a local garden, stuffing backpacks with healthy snacks for our local kids"]. So be sure to join the fun!

We've scheduled enough events to accommodate everyone who wants to participate. However, if these events fill up (which, would be fantastic!), let us know, and we'll work with our local agencies to create more opportunities, if possible.

Take a moment to visit the KP Cares page <link> and sign up for an event in [local area]. If you have any questions or suggestions, please feel free to reach out to [me/us].

Looking forward to serving our community together!

[name and name], your IT Total Health [champion(s)]

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Appendix

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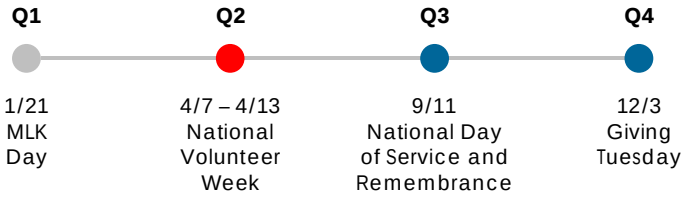
Program Objectives and Day of Service Dates

2019 Objectives

- Identify and leverage at least two IT Total Health Champions per region
- Continue to rally around a single-cause (Food Justice and Security) across IT
- Partner with local organizations to host quarterly IT-wide service events
- Increase participation in IT Total Health events from 50% (in 2018) to 60%

Proposed IT-Wide Dates



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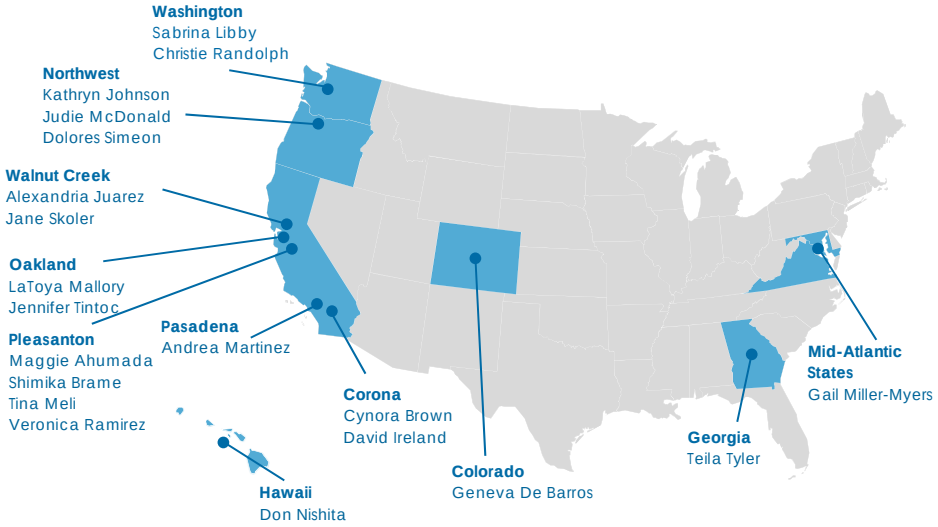
IT Total Health Champions



IT leaders and champions will be engaged to support activities at each location and region.
REQUEST: Help recruit and identify any additional IT Total Health champions and deputy champions.

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IT Total Health Communications Team

Contact	IT Total Health Function	Email Address
Melanie Sowell	Sponsor	Melanie.Sowell@kp.org
Peter Speliopoulos	Communications Lead	Peter.P.Speliopoulos@kp.org
Barbara Kabealo (B.K.)	Adviser	Barbara.W.Kabealo@kp.org
Matt Thompson	Adviser	Matthew.Thompson@kp.org

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Q2 IT Total Health Kickoff Message from Bob and Ross

From: Bob Walters and Ross Kwok
Send: Monday, March 25, 2019
Subject: Celebrate National Volunteer Week (April 8 – 12) with IT Total Health

Celebrate National Volunteer Week (April 8 – 12) with IT Total Health

A message from Bob Walters, Vice President of HR Consulting, IT and MSSA, and Ross Kwok, Vice President, IT Strategic Services & IT BIO

As part of our IT Total Health (Community Benefit) initiative, we are excited to kick off our Q2 efforts by celebrating National Volunteer Week, beginning April 8 and running through April 12. To help reach our year-end goal of 60% participation in IT Total Health and Community Benefit events, our dedicated team of IT Total Health champions have planned events in all our regions; their names, as well as links to sign up for IT Total Health events, where available, are listed below.

Regions	Champions	Events
Colorado	Geneva De Barros	April 11 https://kpcares.org/event/3690
Corona	Cynora Brown David Ireland	April 8 - 12 https://kpcares.org/event/3668
Georgia	Teila Tyler	April 8 & 11 https://kpcares.org/event/3704
Hawaii	Don Nishita	Please contact Don Nishita for event information
Mid-Atlantic States	Gail Miller-Myers	April 11 https://kpcares.org/event/3661 April 1 – 12 https://kpcares.org/event/3677
Northwest	Kathryn Johnson Judie McDonald Dolores Simeon	April 8 (Portland) https://kpcares.org/event/3581 April 9 (Beaverton) https://kpcares.org/event/3580 April 10 (Portland)

		https://kpcares.org/event/3576 April 11(Portland) https://kpcares.org/event/3577
Oakland	LaToya Mallory Jennifer Tintoc	April 9 & 11 https://kpcares.org/event/3573 April 11 https://kpcares.org/event/3699
Pasadena	Andrea Martinez	April 7 (Pasadena) https://kpcares.org/event/3649 April 8 (Los Angeles) https://kpcares.org/event/3646 April 9 (Pasadena) https://kpcares.org/event/3671 April 9 (Irvine) https://kpcares.org/event/3651 April 10 (Los Angeles) https://kpcares.org/event/3619 April 11 (Los Angeles) https://kpcares.org/event/3278 April 12 (Ontario) https://kpcares.org/event/3608 April 12 (Pasadena) https://kpcares.org/event/3672
Pleasanton	Maggie Ahumada Shimika Brame Tina Meli Veronica Ramirez	April 11 (Oakland) https://kpcares.org/event/3543
Walnut Creek	Alexandria Juarez Jane Skoler	April 8 (Livermore) https://kpcares.org/event/3679
Washington	Sabrina Libby Christie Randolph	April 9 https://kpcares.org/event/3243 April 12 https://kpcares.org/event/3177

To Empower Our People and better Unify Our Culture, KPIT sets aside time each quarter to provide employees with convenient and fun opportunities to support our communities by hosting locally organized service events focused on a central cause: Food Justice and Security. Known as "IT Total Health," this initiative promotes a rich culture of team member volunteerism and supports the broader KP mission to support our members and the communities we serve.

Your support makes a difference and is vitally important. Past IT Total Health campaigns indicate that you are deeply committed to supporting our communities. We stand with you and thank you in advance for the many generous ways you support the program.

Learn more about the IT Total Health (Community Benefit) initiative by visiting the IT People Programs website.

Thank you,

Bob & Ross

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Q2 IT Total Health Closing Message from Bob and Ross

From: Bob Walters and Ross Kwok
Send: Wednesday, April 17, 2019
Subject: **Our champions and volunteers made IT Total Health Week a resounding success**

Celebrating National Volunteer Week with IT Total Health Success!

A message from Bob Walters, Vice President of HR Consulting, IT and MSSA, and Ross Kwok, Vice President, IT Strategic Services & IT BIO

Last week's IT Total Health volunteer initiative was an overwhelming success and reflected the ever-increasing dedication and enthusiasm of our champions and volunteers.

From start to finish, our dedicated champions and volunteers worked hard to bring hope and nutritious food to individuals in our communities across our KP regions.

1,633
hours IT employees have volunteered as part of National Volunteer Week, the equivalent of **396** FTEs

9,388
hours IT employees have volunteered in 2019

16.88%
of IT employees have participated in at least one IT Total Health or Community Benefit event, keeping us on track for our EOY **60%** goal

A very special thank you to our champions and volunteers for your compassion and conviction, for seeing the need and responding, and for sharing your skills and knowledge to help those in need.

If you have the opportunity to participate, we encourage you to join us in one of our future events to support our communities. Our regional IT Total Health champions aren't only organizing IT-wide quarterly events (see immediately below) but are also working to organize volunteer events throughout the year. Please don't wait to get involved in our communities and reach out to your regional champion for more information.

Watch for these upcoming IT-wide IT Total Health events over the next two quarters:

- National Day of Service and Remembrance (Wednesday, September 11)
- Giving Tuesday (Tuesday, December 3)

To empower our people and better unify our culture, KPIT sets aside time each quarter to provide employees with convenient and fun opportunities to support our communities by hosting locally organized service events focused on a central cause: Food Justice and Security. Known as "IT Total Health," this initiative promotes a rich culture of team member volunteerism and supports the broader KP mission to support our members and the communities we serve.

Again, we extend huge thanks to everyone who helped us in our mission to provide healthy, nutritious foods to those in need.

Bob & Ross

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TIMING: Plan to send during the week following Ross and Bob's kickoff message to all IT employees

TO: All local IT employees

FROM: You as IT Total Health champion for your location

SUBJECT: IT Total Health volunteer activities available in [local area]

Nourishing Our Communities

IT Total Health Day of Service

FEED. LEAD. STRENGTHEN.

Hello everyone,

[Last week], Empower Our People executive sponsors Ross Kwok and Bob Walters invited all IT employees to volunteer for the Q2 IT Total Health Day of Service during National Volunteer Week, from April 7 through 13, a week of organized community benefit activities across our 11 IT locations, focused on food, hunger, and nutrition.

As your local IT Total Health [champion(s), I/we] have organized [several] meaningful events in our area during this week, which are now available for you to sign up for and participate in. There are all kinds of opportunities to choose from, including [list a few examples, such as: "spending a few hours in a food bank, planning veggies in a local garden, stuffing backpacks with healthy snacks for our local kids"]. So be sure to join the fun!

We've scheduled enough events to accommodate everyone who wants to participate. However, if these events fill up (which, would be fantastic!), let us know, and we'll work with our local agencies to create more opportunities, if possible.

Take a moment to visit the KP Cares page <link> and sign up for an event in [local area]. If you have any questions or suggestions, please feel free to reach out to [me/us].

Looking forward to serving our community together!

[name and name], your IT Total Health [champion(s)]

KAISER PERMANENTE®

TIMING: Plan to send via email a week after your first message

TO: All local IT employees

FROM: You as IT Total Health champion for your location

SUBJECT: Sign up for IT Total Health week volunteer activities in [local area]

Nourishing Our Communities

IT Total Health Day of Service

FEED. LEAD. STRENGTHEN.

Sign up now for IT Total Health!

It's only [# days] days until the Q2 IT Total Health Day of Service during National Volunteer Week, from April 7 through 13. Volunteer spaces are filling up fast for our local events here in [location], and we appreciate everyone who's already made a commitment to participate.

If you haven't had the chance to sign up (or would like to sign up for more events), visit our KP Cares community announcement <link to event site>, which hosts all the local activities and events [I've/we've] scheduled for you during the week of April 7 through 13.

Volunteer now

[I've/We've] got some great things happening during National Volunteer Week. Check them out!

[day of week, activity date]
[3 a.m. to 3 p.m. – organization name – activity description]
[9 a.m. to 9 p.m. – organization name – activity description]

Tuesday, April 9
6 a.m. to 9 a.m. – Kitchen Open Heart – food prep and serving
10 a.m. to 2 p.m. – Community Garden – vegetable planting

If you have any questions or suggestions, please feel free to reach out to [me/us].

Looking forward to serving our community together!

[name and name], your IT Total Health [champion(s)]

KAISER PERMANENTE®

TIMING: Plan to send a few days before the cut-off date for volunteers

TO: All IT employees at your location

FROM: You as IT Total Health champion for your location

SUBJECT: Don’t miss out! Sign up for IT Total Health volunteer activities in [local area]

Nourishing Our Communities

IT Total Health Day of Service

FEED. LEAD. STRENGTHEN.

Last call to sign up!

During the week of April 7 through 13, everyone in IT has the opportunity to come together and make a huge impact in the communities where we live and work. Don't miss this chance to participate with your colleagues in a community benefit activity during IT Total Health week!

Open spots remain for volunteers

In [location], you can still sign up for the following activities:

Monday, September 24
Alameda County Food Bank (add hyperlink to KP Cares site) – 3 spots left
NEW OPPORTUNITY! Mission Kitchen (add hyperlink to KP Cares site) – 12 spots left

Wednesday, September 26
Children's Fairyland (add hyperlink to KP Cares site) – 8 spots left

Your champions are here to help

If you have any questions, please reach out to [email], [email], or [email]. We're your local IT Total Health champions and want to make it as easy as possible for you to get involved in this IT-wide effort.

Looking forward to serving our community together!

[champion], [champion], and [champion]

KAISER PERMANENTE®

TIMING: Plan to send immediately after the kickoff message from Ross and Bob

TO: Local IT Leaders (BMOs)

FROM: You as IT Total Health champion for your location

SUBJECT: Let's partner in support of [location]'s participation in IT Total Health

Dear [local IT leader(s) contact name(s)],

Thank you for the opportunity to support this quarter's IT Total Health effort as our local champion(s).

[My/Our] primary responsibility as IT Total Health champion(s) is to encourage and enable local IT employees to participate in activities focused on addressing the food, hunger, and nutrition needs in our surrounding community.

[I'm/We're] writing to secure your support in encouraging employees to participate in the IT Total Health effort. [I'm/We're] going to be communicating to [location] employees about volunteer opportunities related to the food security and food justice focus area and encouraging them and their teams to participate. [I'd/We'd] love to boost participation by including quotes from you or, better yet, pictures of you participating in one of these activities.

Please let [me/us] know if you'd like to discuss this IT Total Health effort in more detail and how it will involve our colleagues in [location].

Thank you in advance for your endorsement!

[Name], [Name], and [Name]

TIMING: Plan to send upon the completion of the campaign, when campaign results are available

TO: All local IT employees

FROM: You as IT Total Health champion for your location

SUBJECT: Thank you for volunteering during IT Total Health week

Nourishing Our Communities

IT Total Health Day of Service

FEED. LEAD. STRENGTHEN.

Thank you for participating in IT Total Health

IT showed up in a powerful way last week in support of our Total Health week. Thank you for your efforts to support improving our local community with expanding our neighbors' access to food and nutrition.

In [local area] alone:

- [##] IT employees participated
- [##] community benefit hours were logged

This translates to **[44.1 x #hours] of meals created** or **[11.2 x #hours] of meals served** to our community. This is outstanding, and we should all be so proud!

Recap

On [date], a recap <link to Hub story> of IT Total Health week was posted to The Hub. Be sure to check it out to see the photos, stories, and results from the events that happened in all 11 of our key IT areas across the country.

Track your hours

If you haven't already done so, please be sure to report your community service hours in RPM, under "Community Benefit – Total Health."

Thank you again for your outstanding participation and for taking the time to improve the total health of our community.

[champion], [champion], and [champion]

KAISER PERMANENTE®

TIMING: Plan to send during the week following Ross and Bob's kickoff message to all IT employees

TO: All local IT employees

FROM: You as IT Total Health champion for your location

SUBJECT: Our participation with IT Total Health at [location]

Nourishing Our Communities

IT Total Health Day of Service

FEED. LEAD. STRENGTHEN.

Following up on the IT Total Health Day of Service kickoff email message from Empower Our People leaders Ross Kwok and Bob Walters on [date] and the accompanying announcement on The Hub <link to Hub article>, I'm writing to let you know that [I/we] will be supporting everyone in [location] as your IT Total Health [champion(s)].

The focus of the IT-wide community benefit campaign is food, hunger, and nutrition and aims to expand and align efforts across IT to a common cause that addresses a vital need in our communities. The many hours and tremendous effort that IT employees put into serving our communities every year will become even more significant through this alignment.

[My/Our] main responsibility as [an IT Total Health champion(s)] is to encourage and enable everyone in [location] to participate in activities that tackle issues of hunger and nutrition. [I'm/We're] going to be promoting food, hunger, and nutrition volunteer opportunities and encouraging you and your teams to participate. Please be on the lookout for [my/our] emails.

And, please let [me/us] know if you're already volunteering with community groups addressing these issues. [I/We] may be able to generate more volunteers for your agency, as well. Also, [I'd/we'd] be happy to discuss the IT Total Health movement with you and your team, so just let [me/us] know when and where, and [I'll/we'll] see if we can make it happen. [I/we] look forward to serving our community with you and seeing just how big of an impact we can make.

Thank you!

Your champion(s), [name], [name], and [name]

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TIMING: Plan to send during the week following Ross and Bob's kickoff message to all IT employees

TO: All local IT employees

FROM: You as IT Total Health champion for your location

SUBJECT: Get ready! IT Total Health week is just days away!

Nourishing Our Communities

IT Total Health Day of Service

FEED. LEAD. STRENGTHEN.

IT Total Health week is just days away

We can't believe it's finally here! Thank you all so much for signing up to participate in these volunteer events in our community. We'll be making a significant impact – all in our own backyard.

Please honor your RSVP

If you signed up, please honor your commitment and show up to the event you committed to. The local agencies who are hosting these events are holding spots for us and, if we don't show up, they'll be short on volunteers for the day. So, please be there! If something urgent comes up, please do your best to find an IT colleague to fill your spot.

Track your time

We're tracking IT Total Health hours and impact, so please remember to submit your community benefit hours to RPM, under the task, "Community Benefit – Total Health."

Questions

Please don't hesitate to contact [me/us] with questions! [I'm/We're] here to help and want to make next week as fun and seamless for you all as possible.

In total health,

Your champion(s), [name], [name], and [name]

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TIMING: Use this flyer at any time to promote upcoming volunteer activities

TO: All local IT employees

FROM: You as IT Total Health champion for your location

SUBJECT: Volunteer opportunities in [local area]

Nourishing Our Communities

IT Total Health Day of Service

FEED. LEAD. STRENGTHEN.

The weeklong IT Total Health Day of Service coincides with National Volunteer Week, from April 7 through 13.

IT employees are encouraged to participate as volunteers in community service activities with a focus on food, hunger, and nutrition.

Events are being created by our IT Total Health champions in our 11 IT locations across the country.

Give an hour or give eight hours! Just be sure to join us to the extent you can in this unified, IT-wide effort to make an impact on the communities we serve.

Opportunities in [location]

[day of week, activity date]
[3 a.m. to 3 p.m. – organization name]
[9 a.m. to 9 p.m. – organization name]

Tuesday, April 9
6 a.m. to 9 a.m. – Kitchen Open Heart
10 a.m. to 2 p.m. – Community Garden

More volunteer opportunities at <link>.

IT Total Health provides nutritious food to the hungry in our communities

IT Total Health is a campaign that focuses our volunteer activity in the community around a specific need. In 2017, IT employees spoke up and advocated that food, hunger, and nutrition become a focus area where we could make a concentrated impact. That's now the focus for IT Total Health's community benefit activities.

The health of our communities depends on access to healthy, nutritious food. Yet, hunger and food insecurity are daily hardships for far too many of our community neighbors. Your participation in IT Total Health activities will improve community health in a very real way.

Sign up for an IT Total Health event at kpcares.org

Search for "IT Total Health" to view volunteer opportunities and sign up for one that inspires you. Your IT Total Health [champion(s) is/are] also available to answer any questions you might have.

[name (email address)], [name (email address)], [name (email address)]

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TIMING: Create your own flyer from scratch

TO: All local IT employees

FROM: You as IT Total Health champion for your location

SUBJECT: Sign up for IT Total Health week volunteer activities in [local area]

Nourishing Our Communities

IT Total Health Day of Service

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Nourishing Our Communities

IT Total Health Day of Service

FEED. LEAD. STRENGTHEN.

VOLUNTEER FOR IT TOTAL HEALTH

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VOLUNTEER
FOR IT TOTAL HEALTH

Email to ITLG
From Bob and Ross

Organizational Announcement: IT Technical Rotation Program

A message from Bob Walters, vice president of HR Consulting, IT and MSSA, and Ross Kwok, Vice President, IT Strategic Services & IT BIO

Dear ITLG colleagues,

Our **IT Technical Rotation Program** is a premier technical training program for top graduates with computer science and related degrees. The program gives recent graduates in-depth training, mentoring, and skills development, with extensive exposure to various operational aspects of KP IT.

Initially developed and launched in the CTO Office under the leadership of **Elizabeth Lent**, we are bringing the program under the umbrella of KP IT's Empower Our People strategic priority.

With this union, the rotation program will be integrated with Empower Our People's expansive people and culture priorities for supporting, strengthening, and enabling IT employees in our dynamic, constantly evolving workplace. Moreover, the rotation program aligns perfectly with Empower Our People's well-established early career programs.

Effectively immediately, **Lorin Lee**, who owns Empower Our People's IT Orientation and IT Internship career programs, will lead the rotation program. Lorin has been with KP for 10 years and has a deep passion for creating programs that enrich the employee experience and strengthen our strategic pipelines for early career talent.

Program overview

The IT Technical Rotation Program is a two-year development program that hires fulltime, early career professionals with computer science and related degrees. Technical associates participate in four six-month rotations across KP IT to explore different career paths and gain diverse technical skills along the way.

Each of the four rotations helps our technical associates build capabilities that will position them as future leaders with KP IT by giving them the tools and confidence they need to:

- Inspire, motivate, and develop individuals and teams
- Create strategies and bring about change in our integrated IT enterprise
- Excel and adapt to doing business in our complex, ever-changing health care marketplace
- Ensure that priorities and resources of key functions are aligned with business goals

Please join me in thanking Liz on her great work and wishing Lorin the very best in the future as she takes on this new challenge.

Warm regards,

Bob & Ross

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Empower Our People

Jump Start Communications Plan
February – October 2019

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Contents

- Overview
- Business Objectives and Success Metrics
- Communications Objectives
- Key Messages
- RACI Matrix
- Audiences
- Communications Timeline and Deliverables
- Jump Start Team

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Overview

Jump Start—the first phase of the IT Technical Skills Training program—launched on April 1, 2019 for employees who were nominated by their managers. At launch, Jump Start (computer-based training on the Skillport platform running Skillsoft training modules) consists of six skill areas and targeted those employees who would benefit from foundational, basic-level skill training in at least one of the following areas:

- Agile
- Cloud Technology Basics
- DevOps
- ITIL (Information Technology Infrastructure Library, available in May 2019)
- Lean Fundamentals
- Microservices

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Business Objectives and Success Metrics

Business Objectives

- Technology is advancing so rapidly that we need to provide our workforce with the training and tools to ensure their proficiency in their technology jobs
- Set expectations for people managers in demonstrating leadership capabilities and in the evaluation and career development of their team members

Targeted Success Metrics

- **83%** completion rate by October 1, 2019
- **80%** of responders agree they were satisfied with the courses in their skill areas and the training met their learning needs

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Communications Objectives

- Encourage enrolled employees to complete their assigned training programs
- Reinforce the need for IT managers to develop the skills for their team members
- Ensure communications are consistent and aligned with the Empower Our People program
- Manage expectations so that learners know what the Jump Start learning program can and can't do
- Manage stakeholder engagement by regularly informing and updating key stakeholders and stakeholder groups (Ross Kwok, Bob Walters, IT executives, HR community, IT managers, etc.) regarding progress and milestones
- Launch and sustain a visible, branded communications campaign that expresses the personality of the Jump Start program and its place in the Empower Our People family of programs

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Key Messages

- The health care market is undergoing a major transformation. To keep pace with the changes in the health care marketplace, KPIT has embarked on a three-year strategy to help KP continue to fulfill its mission of care and service.
- Jump Start is the first phase of a technology skills training program designed to ensure high-quality training across the IT organization.
- We at KPIT provide opportunities for growth so our employees are challenged, motivated, and engaged.
- We value our employees and encourage their professional development and career mobility within the organization. Providing professional development to our employees is an important part of their success at KP.
- Learning and training is a commitment in time for employees.
- Managers need to make it a priority for employees to take training.

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RACI Matrix

	ITEC	Ross Kwok	Bob Walters	Julie Halsey	Kate Kruizenga	Jenni Tintoc	Cynthia Rodriguez	William Fryar	Peter Spelio-poulos
IT Technical Skills Training Program	I	A	A	A/C	C	C	C	C	C
Project Management	I	I	I	A/C	C	C	I	R	I
Communications Planning	I	I	I	A/C	C	C	C	C	R
Content Development	I	I	I	A/C	C	C	C	C	R
Reporting	I	I	I	A/C	C	C	I	R	I
Ongoing Communications	I	I	I	A/C	C	C	C	C	R

R	Responsible	The doer, the person who executes the task.
A	Accountable	The person who makes sure things are done and grants final approval.
C	Consulted	The person who provides feedback and input on deliverables. He or she must be asked for input by those responsible.
I	Informed	The person must be updated by those who are accountable.

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Audiences

IT Leaders and Governance Committees

- Dick Daniels
- Ross Kwok
- Bob Walters
- Julie Halsey
- Kate Kruizenga
- ITEC executives (group)
- ITEC executives (individual leaders)
- IT People Strategy Sponsor Committee

IT Technical Skills Training Governance Committees

- Deans
- Tech Leaders

KPIT Employee Groups and Business Partners

- All IT employees
- Enrolled IT employees
- IT managers and supervisors
- BMOs (group)
- Chiefs of staff (group)
- National Enterprise Learning
- HR business partners
- SMEs by skill area

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Communications Timeline and Deliverables

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Timeline and Deliverables

Pre-Launch and Launch Phases (February 21 – April 1)								
Date	**Audiences**	**Channel**	**Sender (From)**	**Key Messages**	**Responsibility for Creating Content**	**Responsibility for Approving Content**	**Owner of Distribution List**	**Status/Next Steps**
02/21/2019	BIO leaders, chiefs of staff	Email	Julie Halsey	Nominate employees for Jump Start training	Julie Halsey	Julie Halsey	Gloria Severo	Completed
03/05/2019	ITLG	ITLG meeting	Ross Kwok, Bob Walters	Articulate the vision and approach of the IT Technical Training program	Julie Halsey, Kate Kruizenga	Ross Kwok	N/A	Completed
03/29/2019	IT managers	Email	Julie Halsey	Jump Start will launch on April 1, overview of the program, take this opportunity to discuss professional development with your employees	Peter Speliopoulos	Julie Halsey, Ross Kwok, Bob Walters	Gloria Severo	Completed
03/29/2019	Enrolled employees	Email	Julie Halsey	Your manager nominated you for Jump Start training, overview of the program, meet with your manager to review course content and discuss professional development	Peter Speliopoulos	Julie Halsey, Ross Kwok, Bob Walters	Gloria Severo	Completed

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Timeline and Deliverables

Initial Post-Launch Phase (April 2 – May 31)								
Date	**Audiences**	**Channel**	**Sender (From)**	**Key Messages**	**Responsibility for Creating Content**	**Responsibility for Approving Content**	**Owner of Distribution List**	**Status/Next Steps**
04/24/2019	ITEC	ITEC meeting	Ross Kwok, Bob Walters	Provide an update on the Jump Start launch and define the future of the IT Technical Skills Training program	Julie Halsey, Kate Kruizenga	Julie Halsey	N/A	Completed
05/14/2019	Jump Start employees	Email	ITPeoplePrograms@kp.org	Following Dick Daniel's IT Town Hall presentation, reinforce and remind Jump Start enrollees to access their course assignments	Peter Speliopoulos	Julie Halsey, Ross Kwok	William Fryar (to be sent from Skillport)	
05/14/2019	Jump Start enrollees	Email	Julie Halsey	Announce the Jump Start Challenge, to be combined with message immediately above*	Peter Speliopoulos	Julie Halsey	William Fryar (to be sent from Skillport)	As Jump Start enrollees complete their assigned training (deadline is October 1), their names will be entered into a drawing

*Kate suggested a very nice idea, which is to tie the contest awards directly to the program itself. As Jump Start employees complete their training, their names will be entered in a drawing. In early October, names will be drawn and a half-dozen (more or fewer?) prizes will be awarded. Prizes will be three days of Practitioner-level training of the employee's choice, a value of $1,000 to $1,500.

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Timeline and Deliverables (1 of 3)

Ongoing Communications (June 1 – October 1, 2019)								
Date	**Audiences**	**Channel**	**Sender (From)**	**Key Messages**	**Responsibility for Creating Content**	**Responsibility for Approving Content**	**Owner of Distribution List**	**Status/Next Steps**
06/10/2019	ITEC, People Strategy Committee, Deans, Tech Leaders, Chiefs of Staff, BMOs	Email	Julie Halsey	Jump Start monitoring and evaluation report	Will Fryar, Peter Speliopoulos	Julie Halsey, Ross Kwok, Bob Walters	Gloria Severo William Fryar (to provide CoS names)	
06/26/2019	IT managers	Empower Our People Manager Brown Bag webinar	Julie Halsey	Provide background on and the future of the IT Technical Skills Training program, encourage manager 1x1s to ensure course completion and how we're driving accountability	Julie Halsey, Peter Speliopoulos	Julie Halsey	Mark Smith	Four- to six-week lead time

Brown Bag topics:
- ILEaD and the Inclusive value (15 min.)
- IT Technical Skills Training and how managers can support the program (15 min.)
- IT Orientation (15 min.)
- Q&A (10 min.)

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Timeline and Deliverables (2 of 3)

Ongoing Communications (June 1 – October 1, 2019)								
Date	**Audiences**	**Channel**	**Sender (From)**	**Key Messages**	**Responsibility for Creating Content**	**Responsibility for Approving Content**	**Owner of Distribution List**	**Status/Next Steps**
07/08/2019	ITEC, People Strategy Committee, Deans, Tech Leaders, Chiefs of Staff, BMOs	Email	Julie Halsey	Jump Start monitoring and evaluation report	Will Fryar, Peter Speliopoulos	Julie Halsey, Ross Kwok, Bob Walters	Gloria Severo William Fryar (to provide CoS names)	
08/12/2019	ITEC, People Strategy Committee, Deans, Tech Leaders, Chiefs of Staff, BMOs	Email	Julie Halsey	Jump Start monitoring and evaluation report	Will Fryar, Peter Speliopoulos	Julie Halsey, Ross Kwok, Bob Walters	Gloria Severo William Fryar (to provide CoS names)	
August 2019	IT Leadership Forum	Presentation	Ross Kwok, Bob Walters	Update on Jump Start program, and Update on overall Technical Training Program	Julie Halsey, Peter Speliopoulos, William Fryar (provide reports)	Ross Kwok, Bob Walters, Kate Kruizenga	N/A	
09/09/2019	ITEC, People Strategy Committee, Deans, Tech Leaders, Chiefs of Staff, BMOs	Email	Julie Halsey	Jump Start monitoring and evaluation report	Will Fryar, Peter Speliopoulos	Julie Halsey, Ross Kwok, Bob Walters	Gloria Severo William Fryar (to provide CoS names)	

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Timeline and Deliverables (3 of 3)

Ongoing Communications (June 1 – October 1, 2019)								
Date	**Audiences**	**Channel**	**Sender (From)**	**Key Messages**	**Responsibility for Creating Content**	**Responsibility for Approving Content**	**Owner of Distribution List**	**Status/Next Steps**
10/07/2019	ITEC, People Strategy Committee, Deans, Tech Leaders, Chiefs of Staff, BMOs	Email	Julie Halsey	Jump Start monitoring and evaluation report	Will Fryar, Peter Speliopoulos	Julie Halsey, Ross Kwok, Bob Walters	Gloria Severo William Fryar (to provide CoS names)	
10/07/2019	All IT employees	Email	Julie Halsey	Announce winners of the Jump Start Challenge	Peter Speliopoulos	Julie Halsey, Ross Kwok, Bob Walters	William Fryar (to be sent from Skillport)	Winner names will be drawn by Julie Halsey

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Jump Start Team

Contact	IT Total Health Function	Email Address
Julie Halsey	Senior Director, Empower Our People, Professional Development Performance & Effectiveness	Julie.M.Halsey@kp.org
William Fryar	Sr. Learning Consultant	William.D.Fryar@kp.org
Cynthia Rodriguez	Sr. Learning Consultant	Cynthia.X3.Rodriguez@kp.org
Peter Speliopoulos	Communications Consultant	Peter.P.Speliopoulos@kp.org

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Empower Our People

Jump Start: IT Technical Skills Training Program
Frequently Asked Questions
Version: 03/25/2019

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Frequently Asked Questions

How are the skill topics assigned?

- **The Jump Start participant's manager will assign the skill topic(s) that the participant is required to complete by October 1, 2019. The participant is required to complete at least three courses in the assigned skill area.** In addition to the required three courses, Jump Start participants may take ANY other course within the skill area or any course in the entire Skillport library.

If a participant is assigned multiple Jump Start skill topics, does he or she need to complete three courses in each skill topic?

- Yes. Jumpstart participants are required to complete at least three courses for each assigned skill topic. Skill topics are assigned, but the participant may choose which three courses to take. The requirement is met when the participant has completed three courses in the assigned skill topic.

Are other course topics available in addition to these?

- Yes. Employees enrolled in Jump Start are eligible to take any course in the Skillport library as long as they also take the courses in their assigned skill area and complete their assigned courses by October 1, 2019.

The Jump Start courses are too basic. Will more advanced training be available?

- The Jump Start program has curated foundational, basic-level courses. More advanced-level courses are also available in the Skillport library. Moreover, Empower Our People will be offering "Practitioner" training later this year.

Will employees be able to enroll at a later date?

- If additional employees are selected for the program after the initial launch date, they will be enrolled providing they meet the criteria for the program and are approved by their managers.

Whom may I contact with questions?

- ITPeoplePrograms@kp.org

Jump Start
Technical Skills Training

Frequently Asked Questions

What is the best way for employees and managers to use this program for employees' professional development?

- Employees and managers are encouraged to review the course catalog and discuss the skill topic area(s) employees have been assigned and identify which courses in those skill areas are appropriate for employees to take. Ideally, employees would have professional development goals in their individual development plans (IDP), and these courses and building their skills would be part of their development goals. After the training, it's encouraged that employees seek out ways in which they can have practical experience to further build their skills and that managers support their employees in gaining experience.

Are these courses available in KP Learn?

- No. This program is only available in the Skillport portal. Employees enrolled in the program will be directed to this site to log in.

I already have a Skillport login and password from prior courses I've taken. What happens to that account?

- Employees who already had a Skillport license they started using in 2019, will be moved to the Jump Start program and their passwords have been reset. They need to login with the password: welcome. Then, they can change their password. When they log in, they will see the new IT Technical Skills Training page and can access the Jump Start courses. They will still have access to their records for the courses they have completed and can view them by going to "My Learning Transcript."

Who pays for this training?

- The Empower Our People program budget covers the $88.03 license fees only for participants enrolled in Jump Start. Manager nomination is required.

Are other employees eligible?

- Employees inquiring about the program will be asked to meet with their managers to secure the appropriate manager nomination. Contractors are not eligible.

Will this training count toward an employee's required eight hours of training for the Shared Goals?

- Yes. The employee should record the training hours in RPM under the "IT Professional Development" task in the M&S plan (access the step-by-step guide here)."

Jump Start
Technical Skills Training

A message from Julie Halsey, Senior Director, Empower Our People, Professional Development Performance & Effectiveness

To support your professional development, your manager nominated you to be among our first class of learners in the new IT Technical Skills Training program, **Jump Start**. The Jump Start program provides introductory, basic-level foundational skills training in six areas:

- Agile
- Cloud Technology Basics
- DevOps
- ITIL (Information Technology Infrastructure Library, available in May)
- Lean Fundamental
- Microservices

Jump Start training can be applied to the eight hours of required professional development for 2019 and should be recorded in RPM under the "IT Professional Development" task in the M&S plan (access the step-by-step guide here)."

Jump Start is an e-learning program accessible on the Skillport.com site. **You have until October 1, 2019 to complete the training.** The modules are Skillsoft courses.

Overview of the Jump Start training program:

- Your manager has assigned you at least one of the six skill areas listed above. You'll need to take at least three courses in the assigned topic to complete your requirements. You can take more courses in your assigned area, as well as courses in other topic areas.
- You may also explore the vast Skillport.com content library and take other courses, as well.

If you already have a Skillport login and password:

If you started using Skillport in 2019 and already have a license, you have been moved to the Jump Start program and your password has been reset. Follow the instructions below to get started.

You'll still have access to your records for the courses you've completed and can view them by going to "My Learning Transcript."

To get started:

- Go to the **Jump Start** webpage. Click on "Get Started" to review access instructions and how to reset your password.
- The Jump Start Course Catalog and FAQs are available on the **Jump Start** webpage.

Make the most of your training by:

- Meeting with your manager to review the course catalog and discuss what courses would be best for you
- Creating a development goal on the skill area(s) assigned to you and incorporating the goal into your individual development plan (IDP)
- Discussing with your manager other ways to build your knowledge and skills (e.g., additional practice assignments, job shadowing, mentoring, etc.)

To ensure that you're getting the most of your training experience and KPIT is getting the most from its investment, we'll be tracking course completions and asking for feedback.

To get started, **Jump Start**.

We wish you the greatest success and look forward to hearing your feedback.

Best,

Julie Halsey

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To: Jump Start enrollees

Copy: Chiefs of Staff

From: Julie Halsey

Subject: Stay on Track with Your Jump Start Training

Stay on Track with Your Jump Start Training

A message from Julie Halsey, Senior Director, Empower Our People, Professional Development Performance & Effectiveness

Jump Start enrollees,

To address gaps in talent and skills, KP IT is investing heavily in training technologies and programs to create exciting and engaging ways to deliver training and learning to our valued employees. **Jump Start** is the first phase of the IT Technical Skills Training program.

Your manager nominated you to be among our first class of Jump Start learners, and **you have until October 1, 2019 to complete your training**.

At the IT Town Hall on May 14, Dick Daniels spoke of the importance of the **Jump Start** computer-based technical skills training program, which provides introductory, basic-level foundational skills training to nurture your professional development and KP IT's long-term viability as a health care innovator and trailblazer.

To give you a little extra motivation, as Jump Start enrollees complete their training, their names will be entered in a drawing. In early October, names will be drawn and a half-dozen prizes will be awarded. Prizes include three days of Practitioner-level training, at your manager's discretion, a value of between $1,000 and $1,500, and branded KP merchandise.

If you haven't started your Jump Start training, get started today. Establish a routine that fits your day-to-day work schedule, so you can succeed in the long term. Don't beat yourself up if you occasionally vary from your plan of action. Like exercise and dieting, get back on track.

Go to **Jump Start**.

I wish you the greatest success and look forward to hearing your feedback.

Best,

Julie Halsey

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