

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 7,000-employee 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 (community benefit and community service volunteer program)

In the pages that follow, I call 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.



Empower Our People

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



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



Background

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.

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**

5

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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

6

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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

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.



Communications Planning



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

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

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/>

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

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.

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.

15

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Core Messaging (3 of 3)

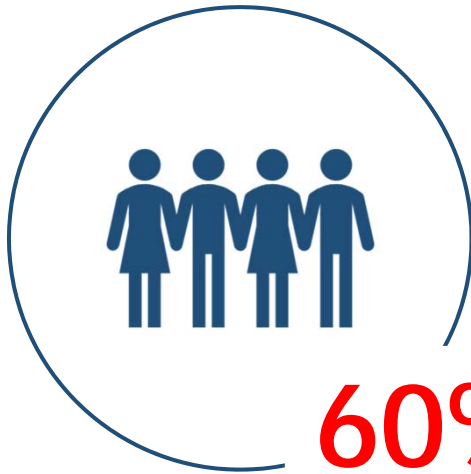


Corporate social responsibility (CSR) helps bring change to our communities

- 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 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.

16

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60%

Annualized participation rate



Champions' Toolkit

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
<ul style="list-style-type: none">• 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 <i>Empower Our People</i> website (Thursday, March 28) [Sowell, Speliopoulos]• Promotional story posted on <i>This Week on the Hub</i> (Thursday, March 28) [Sowell, Speliopoulos]	<ul style="list-style-type: none">• 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]	<ul style="list-style-type: none">• 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 <i>This Week on the Hub</i> [Sowell, Speliopoulos]

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

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)

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.



IT Total Health Champions

Documents - 2019Q2 IT Total Health

+ new document or drag files here

All Documents ... SAVE THIS VIEW

Name ↑	Modified	Modified By
Toolkit_2019Q2_Campaign_Champion Follow-Up to Ross and Bob's Kickoff Message1_FINAL	6 minutes ago	Peter P Speliopoulos
Toolkit_2019Q2_Campaign_Champion Follow-Up to Ross and Bob's Kickoff Message2_FINAL	5 minutes ago	Peter P Speliopoulos
Toolkit_2019Q2_Campaign_Champion Follow-Up to Ross and Bob's Kickoff Message3_FINAL	5 minutes ago	Peter P Speliopoulos
Toolkit_2019Q2_Campaign_Champion Sign-Up Request_FINAL	4 minutes ago	Peter P Speliopoulos
Toolkit_2019Q2_Campaign_Last Call to Sign Up_FINAL	Tuesday at 6:58 AM	Melanie C Sowell
Toolkit_2019Q2_Campaign_Message to Local IT Leaders (BMOs)_FINAL	3 minutes ago	Peter P Speliopoulos
Toolkit_2019Q2_Post-Campaign_Local Thank You for Participating_FINAL	Tuesday at 6:56 AM	Melanie C Sowell
Toolkit_2019Q2_Promotional_IT Total Health Email Banner1_FINAL	Monday at 11:23 AM	Peter P Speliopoulos
Toolkit_2019Q2_Promotional_IT Total Health Email Banner2_FINAL	Monday at 11:23 AM	Peter P Speliopoulos
Toolkit_2019Q2_Promotional_IT Total Health Flyer1_FINAL	Monday at 11:23 AM	Peter P Speliopoulos
Toolkit_2019Q2_Promotional_IT Total Health Flyer2 (Blank)_FINAL	Monday at 11:23 AM	Peter P Speliopoulos
Toolkit_2019Q2_Promotional_IT Total Health Poster (11x17)_FINAL	Monday at 11:23 AM	Peter P Speliopoulos
Toolkit_2019Q2_Promotional_PowerPoint Overview_FINAL	Monday at 12:44 PM	Peter P Speliopoulos





[Access the 2Q 2019 Champions' Toolkit](#)

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]



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 G2 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)]

Appendix



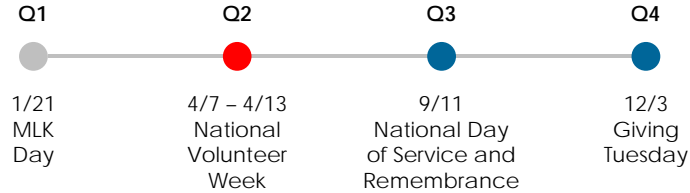
Program Objectives and Day of Service Dates



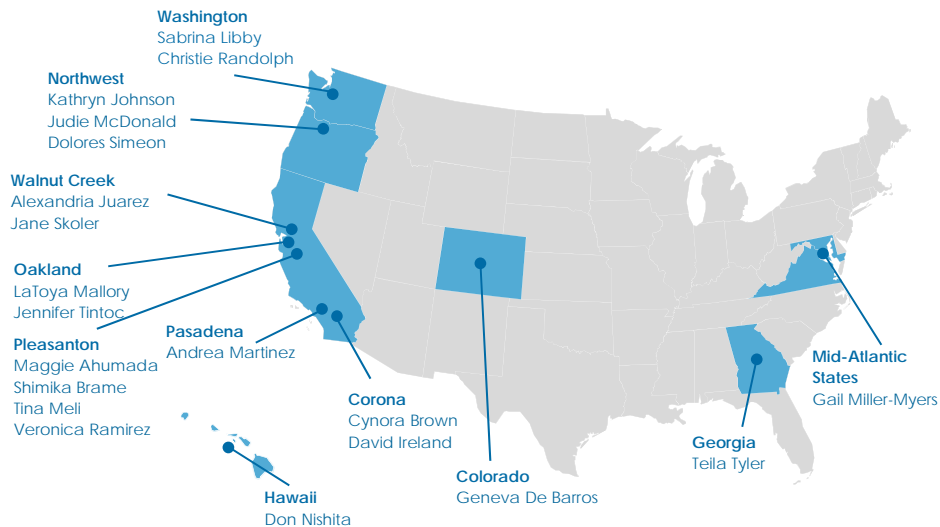
2019 Objectives

- 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



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.

IT Total Health Communications Team



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

Q2 IT Total Health Kickoff Message from Ross and Bob

From: Bob Walters

Sent: Monday, March 25, 2019

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



Empower Our People

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, executive director, IT Strategic Services

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



Q2 IT Total Health **Closing** Message from Bob and Ross

From: Bob Walters and Ross Kwok

Sent: Wednesday, April 17, 2019

Subject: **Our champions and volunteers made IT Total Health Week a resounding success**

Empower Our People



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, executive director, IT Strategic Services

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

