What Do We Want?

Micro*systems*, Social Reality and Social Solidarity

John August
Cornell ILR
Advancing the World of Work,
March 1, 2018

What Do We Want?
Possibilities from collaborative efforts

“I wish you could talk to the guys' wives about the changes they've seen. I was a typical macho horse's ass when I worked at Fremont. When I got home, I'd get a beer, put my feet up and wait for dinner to be served. I'd figure, "I've done my eight, so just leave me alone." Now, I'm part of a team at work, and I take that attitude home with me, rather than dump my work frustrations all over my family. I'm much more of a partner around the house. I help wash the dishes and do the shopping and stuff. My job here is to care, and I spend eight hours a day doing that job, so it's kind of natural that I take it home with me. (Adler 1993, pp. 148-149)"


February 12, 1968, 1300 sanitation workers went on strike in Memphis
Everyone is born with endless possibility...

**FIGURE 1**
As union membership rates decrease, middle-class incomes shrink

Retirement savings gap

Retirement savings needed*

Avg. 401K balance for 65-year-olds, estimated by financial services industry

Avg. 401K balance for 65-year-olds, estimated by independent experts

Health care premiums stole your car

Cumulative change in health care costs and median household income 2001-2010

Since 2000, the cost of health care—and the cost of living—has risen faster than wages.
U.S. ranks 20th in the world, and deteriorating...alarmingly most in social cohesion

From Grievance....

“The Working Class white man is actually in revolt against taxes, joyless work, the double standards and short memories of professional politicians, hypocrisy, and what he considers the debasement of the American Dream”

To Resentment

“...My fear is that democracy will always tend towards a politics of resentment, in which saavy politicians figure out ways to amass coalitions by tapping into our deepest and most salient divides: race, class, culture, place. This does not exactly make for a pleasant public life. When we get to a point where we do not actually have a public life, when we turn away from politics because it brings resentment rather than hope to the surface, democracy ceases to exist.


One Honorable American’s Love of Trump, NY Times, February 9, 2018

- Served in military in Vietnam, Saudi Arabia,
- Syracuse, NY, most industry gone
- Voted twice for Obama
- “Leans Right”, but believes in public transportation and national healthcare
- Didn’t trust Clinton
- Voted for Trump
How to Improve...

“Conscientization helps persons become conscious of and gain perspective on their perceptions of their social reality and of themselves, thereby mobilizing them to engage in a process of reflection and action to change the reality.” (“FREIRE, CONSCIENTIZATION, AND ADULT EDUCATION”, ARTHUR S. LLOYD, Adult Education, Vol. XXIII, No. 1, 1972, pp. 3-20).

“The people of this country don’t want to get sick.”

-Dr. Sidney Garfield, 1945
Garfield’s four principles for health care

1. Pre-payment as opposed to fee-for-service
2. Multi-specialty group practice as opposed to individual practitioners
3. Emphasis on prevention and early detection to accomplish his “new economy of medicine”— rewarding providers for keeping people healthy
4. Information technology as the future of health care

Concentization in Practice

▶ A Case for Change (social reality)
▶ The Value Compass (“true north”)
▶ Unit Based teams - Microsystems (structure and methods)
▶ A Trust Fund (resources)
Categories and amount of waste in U.S. Healthcare

- Failure of care delivery = $154 billion (lack of preventive or patient safety practices)
- Failure of care coordination = $45 billion (hospital re-admissions)
- Overtreatment = $226 billion (outmoded habits)
- Administrative complexity = $389 billion (inefficient or flawed rules, overly bureaucratic procedures)
- Pricing failures = $178 billion (lack of transparency, price exceeds actual cost of production and reasonable profit)
- Fraud and abuse = $272 billion
True North.....

Our Value Compass

"Kaiser Permanente’s Value Compass succinctly defines the organization’s shared purpose... a recognition of the challenges that every member of the group has the responsibility to meet every day."


The Theory, Microsystems

- Greater Workforce Effectiveness
- UBTs

- Higher Inpatient & Outpatient Satisfaction
- Improved Quality
- Fewer Workplace Injuries
- Better Attendance

Decreased Cost

- Improved Affordability
Quality - Hospital Mortality (HSMR)

Item 24: Efficient work procedures in dept

Hospital Mortality Rates are Higher in Medical Centers with Lower Scores on Item 25

Inpatient Hospital Mortality (HSMR) – KFH Medical Centers

- Q4 2010 HSMR
- 66
- 56

Average Score for KFH Med Centers with Q4 %Fav < 72%
Average Score for KFH Med Centers with Q4 %Fav ≥ 72%

People Pulse – KFH Medical Centers
Item 24: Efficient work procedures in dept

Union/Worker Funding of Improvement

“The purpose of the employee contribution is employee ownership of the Partnership, sponsorship of increased union capacity and shared ownership of outcomes and performance gains.”

A leader in quality and service

J.D. Power and Associates
- Highest in 2012 Member Satisfaction in Health Plans
- California, Colorado, Northwest, Mid-Atlantic: Market Leaders in Consumer Satisfaction

Medicare Quality Rankings
- 5 Stars in California, Northwest, Hawaii, Colorado, Mid-Atlantic, Ohio
- 4.5 Stars in Georgia

29 number one scores

Top Hospitals in Nation:
16 of 53 are KP

A Mission and a Legacy...

We have demonstrated that empowered health care workers deliver higher quality care at a more affordable cost—and in so doing, create the value that provides for industry leading wages, benefits and quality of work life. Our model serves to inspire the movement for affordable, high quality universal health care.
Our journey requires the courage to:

- Aim high
- Search outside
- Compare
- Trust the workforce
- Trust the patient
- Test change and make mid-course correction
- Ask: “What am I a part of”?

https://youtu.be/9wnGGtrpNeM