



March 14, 2022

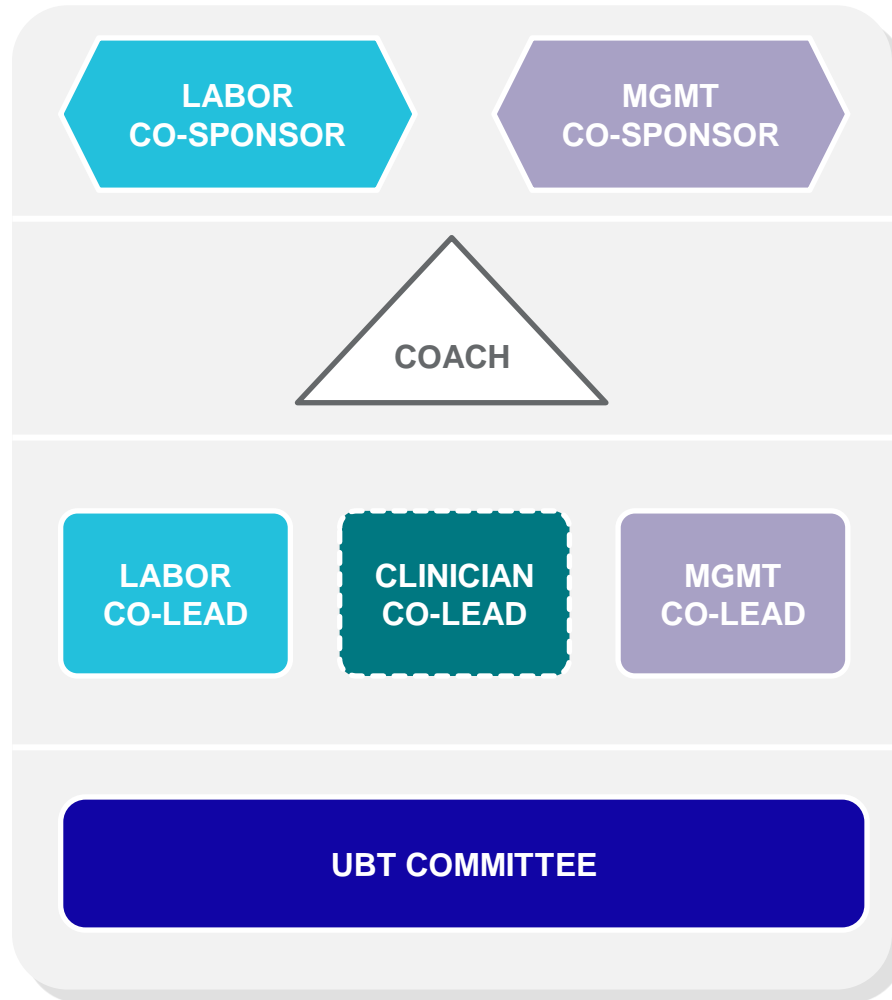
PRACTICING PARTNERSHIP EXPANDING UBTs IN UMMH THROUGHOUT 2022



UMass Memorial Health



A UBT IS A VEHICLE FOR PROCESS IMPROVEMENT & LEADER DEVELOPMENT



- Department level improvement system
- Co-sponsored by Sr Director and SHARE organizer
- Co-led by manager and frontline caregiver
- Works 2-3 issues at a time using Lean methods
- Complements (but doesn't replace) Idea Boards
- Decides by consensus, using interest-based problem-solving methods

WHO'S IN SHARE?



SHARE
is the largest
union at UMMH

3000+
members

Worcester, Marlboro
(and UMMS)

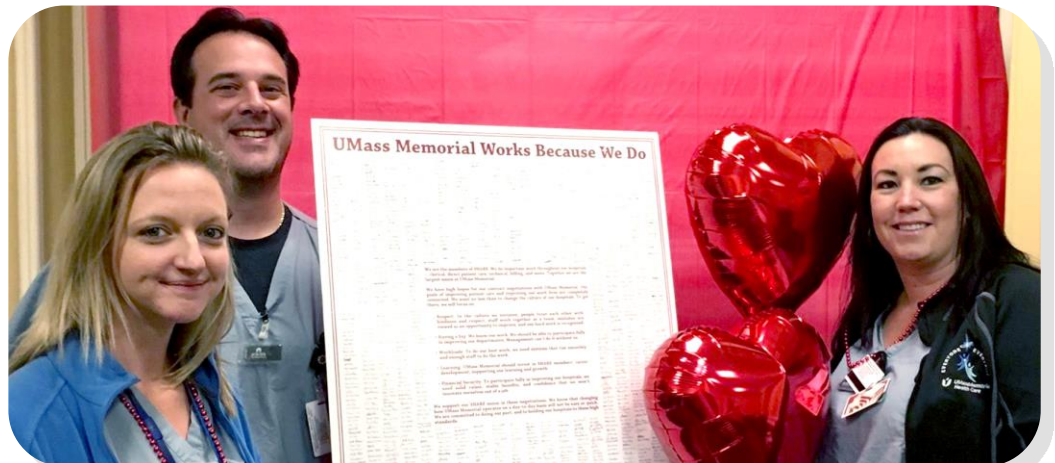
Formed in 1997
Affiliated with AFSCME

100+ titles

Including PCAs,
ASRs, MHAs,
LPNs, MOAs, Rad
Techs, and Billers

**Organized around
the values of
solidarity & voice**

Taking care of each other
and participating in
decisions at work





The goal of a UBT is to improve how caregivers feel at work by engaging them at a deep level in measurably improving the work itself.

SO HOW ARE UBTs DIFFERENT?



IT'S ABOUT POWER

Shared ownership: co-led, co-sponsored, consensus-based

Structure **leverages** multiple leaders, networks

Model **makes it easier** to talk about hard things

Solves big problems, but in a way that:

**Builds team
capacity for action,
reflection, leadership**

**Refreshes
manager and
union rep roles**

**Combats
pervasive
hierarchies**

**Strengthens
psychological
safety**

WHERE UBTs CAME FROM



Pioneered in healthcare by the Kaiser Labor Management Partnership to combat 3 problems:

1

Disengaged
Staff

2

Disengaged
Providers

3

Overburdened
Managers

Since UMMH adopted UBTs in 2017, our aim has been to...

- Create an invigorating work culture
- Make partnership real at the frontline
- Organize a social movement for improvement from the ground up
- Improve work experience by improving work quality



WHICH AREAS IN UMMH HAVE UBTs **NOW?**



**Oncology Clinic
Diabetes Clinic
Primary Care Clinic
Tri River Family Health Center
67 Belmont
Hand Clinic
Hahnemann Family Health Clinic
Pedi Clinic
Ortho Clinic**

**Neurodiagnostic Clinic
Antepartum Ultrasound
Vascular Office
Vascular Lab
Heart and Vascular Interventional Lab
Memorial Cat Scan
Memorial Radiology
University Radiology Scheduling**

**Nursing Operations
Comm Center (EMS/Lifelight Dispatch)
Respiratory Therapy
Memorial Emergency Department**

**Memorial Inpatient Pharmacy
University Prescription Center
Memorial Prescription Center**

Single Billing Office

WHAT KINDS OF PROBLEMS DO UBTs WORK ON?



ONCOLOGY



SDOH screening of new cancer patients improved from 58% to 89% from December 2020 to September 2021

MEMORIAL X-RAY

Frequent wrong orders from Rheumatology dropped to almost 0 from July to September 2021



HFHC



Improved HC Proxies on file for 65+ from 37% to 51% from March to September 2021

PRIMARY CARE

Reduced incomplete / expired pain contracts from 495 to 449 from June to November 2021



WHAT HAVE OUR UBTs ACHIEVED?



The HVIL **reduced TAVR set up time** so patients and staff could come in later (and leave on time), and the Lab still saw 4 more cases/month

The Hand Clinic **improved its signaling process** with X-ray, shaving 1-2 minutes of waste from every visit (>100 times/day; 0.25-0.5 FTEs)

The Pedi Clinic UBT **tightened up their charge capture process**, resulting in 50 more charges per month for an anticipated \$96K/year

The Rx Center **overhauled its inventory process**, realizing close to \$1m in savings

BUT ARE THE UBTS TRULY MAKING A DIFFERENCE?*



Primary Metric: Engagement	2020 n=	Engagement Index	Improvement from 2018	Leader Index	Improvement from 2018
UMMHC (non provider)	7,622	3.95	+ 0.07	82	+ 1
UBTs (All)	412	4.11	+ 0.14	86	+ 4

Where the UBT advantage shows up most strongly



“I am involved in decisions that affect my work.”

“This organization treats employees with respect.”

“Senior management provides a work climate that promotes patient safety.”

“This organization conducts business in an ethical manner.”

“This organization supports me in balancing my work life and personal life.”

“I get the tools and resources I need to provide the best care to our patients.”



* From 3/20 PG Caregiver Engagement Survey, UMMHC

WHAT DO WE NEED FROM YOU?



SUGGESTIONS on which departments are best positioned to launch a UBT now, or in the near future, (factoring in leadership, staffing, other changes, etc.)



AUTHORIZATION to approach managers in those departments to discuss next steps and timeframes for launching a UBT



VISIBLE SUPPORT for UBTs as we increase the pace of launching them throughout 2022

THE PARTNERSHIP OFFICE



Jointly funded and accountable to both UMMH and SHARE

Supports UBT Program and other Partnership activities



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