



NUHW

NATIONAL UNION OF HEALTHCARE WORKERS



LEADERSHIP CONFERENCE
OCTOBER 11, 2014



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OFFICERS' LETTER

Dear NUHW Leader,

Welcome to the 2014 NUHW Leadership Conference, where we will determine our priorities for the coming year. In accordance with this year's theme, we will be discussing "the model union" — what defines a model union, how we meet those criteria, and how we can improve.

We've made a great deal of progress toward becoming a model union since our last gathering. In hospitals and nursing homes throughout California, we have organized new workers, bargained strong contracts that maintain or raise standards, and advocated for quality patient care and safe working conditions. We've stood up for our patients and for ourselves and we've made our voices heard.

In the past year, we've welcomed many new members to our union in both Southern and Northern California. We've organized previously unorganized workers at St. Joseph Hospital in Eureka, Sutter VNA of Santa Cruz, Kindred Hospital Brea, and Kindred Hospital Westminster, and we've welcomed new members at Seton Medical Center, Santa Rita Jail, and San Rafael Healthcare and Wellness Center who have opted

to leave other unions to join us. NUHW's reputation is spreading. The number of organizing opportunities has increased so rapidly that we've increased our organizing staff to meet the demand.



Last year we negotiated strong first contracts in our new bargaining units, and this year we're in the process of negotiating several more. And we've maintained and improved standards in bargaining second contracts in many other workplaces, with more second contracts in the works.

We've also made great progress in our five-year struggle to hold Kaiser Permanente accountable for its failures in mental health care. Last month, we forced California's largest HMO to finally admit to its violations of state law and pay a \$4 million fine levied against it by state regulators. Our work on this issue is a clear demonstration of our values and mission as a union, and it has garnered a great deal

of national press attention, as well as gratitude from patients and families who've suffered as a result of Kaiser's negligence.

These are just some of the ways in which NUHW is serving as a model union. We're showing the way by putting our values into action. We're demonstrating that a democratic, worker-led movement can make tremendous gains without compromising its principles.

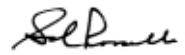
This conference is an opportunity to discuss those values — where they've led us, and where they will lead us next. What defines a model union? How does NUHW exemplify those values, and how can we improve? How can we increase our political influence? How can we better educate our members? How can we expand and improve our leadership training programs? How can we better organize our members, in our workplaces and in our union as a whole?

In the five years since our founding, the healthcare industry has become increasingly corporatized. The profit motive has gotten stronger; healthcare

corporations are doing everything they can to maximize revenue. Our unity and strength have brought us great success in fighting that trend, but we can and must do more. And together, we will.

Today we will set our course for the future. We invite you to add your voice and your vision in continuing our important work of standing up for workers and patients and building the model union.

In unity,



Sal Rosselli
President



Fred Seavey
Secretary-Treasurer

HOSPITAL & NURSING HOME DIVISION

In the five years since SEIU put our union into trusteeship, employers have gotten used to the types of concessions that SEIU agrees to and they want more.

NUHW members have fought to maintain our standards and have refused to surrender to the anti-worker, anti-patient corporate agenda that SEIU has signed onto. We have had strikes and pickets, we have engaged the public and elected officials, and, most importantly, advocated for our patients. And almost without exception, NUHW members have won contracts that protect and



advance standards, rather than allow them to be rolled back.

The past year reinforced the fact that when workers are well organized and prepared to fight — and strike if we have to — we can win.





SALINAS VALLEY MEMORIAL HOSPITAL

In the summer of 2013, with the memory of our intense 2011 contract campaign fresh in their minds, Salinas Valley Memorial Hospital administrators quickly agreed to a two-year contract extension with a 4.5% wage increase and protections in the event of the sale of the hospital. However, SVMH leadership seems to be slipping back into its old ways. Despite significant profits and increasing executive salaries, in September SVMH announced 44 layoffs of NUHW members and even more layoffs for RNs. In a sign of what we can expect in contract negotiations next year, SVMH is demanding cuts in health insurance from RNs in

the California Nurses Association. NUHW and CNA quickly responded to the proposed layoffs and contract cuts with a large informational picket. After the picket, hundreds of NUHW and CNA members packed the Board of Directors' meeting and filled three overflow rooms, demanding that the board put SVMH back on track. NUHW members are committed to stopping the layoffs and preparing for the fight ahead in the 2015 contract negotiations.

While standing up to SVMH over layoffs and preparing for contract negotiations, NUHW members are also getting involved in the politics that affect our hospital. SVMH is in discussion with the county over a possible merger with nearby Natividad Medical



Center. NUHW members want to make sure our jobs and our patients are protected in that process. Additionally, the hospital's Board of Directors is up for election in November, giving NUHW members an opportunity to help elect principled leaders to the board in districts where races are contested.

KECK HOSPITAL OF USC

Seven hundred service and technical workers at Keck Hospital of USC defeated an aggressive anti-union campaign waged by both SEIU and the boss and voted to join NUHW

in May 2010. After an intense contract campaign, they secured a contract with no takeaways and wage increases between 9.75% and 33% over three years. Keck Hospital of USC workers are now strengthening their steward council, electing bargaining team members, and preparing to renegotiate their contract, which expires in April 2015.

SODEXO DIETARY, KECK HOSPITAL OF USC

In June 2012, Sodexo employees who work in the dietary department at Keck Hospital of USC ratified their first contract as part of NUHW, with wage increases, a reduction in the cost of health insurance, and an additional holiday. Additional pay increases were achieved for some workers after the contract was settled. With the contract expiring in June 2015, NUHW members are now focused on preparing for negotiations. Just like in 2012, we plan to unite with





the other 700 NUHW members at the hospital and act as one group, despite the fact that Sodexo is a separate employer.

PROVIDENCE TARZANA MEDICAL CENTER

Five hundred and fifty NUHW members at Providence Tarzana Medical Center are preparing to begin negotiations for a successor contract this fall. Leaders have been recruiting and training more stewards, and members have elected a bargaining team and created a contract action team for the fight ahead. Among our top priorities is addressing the cost and quality of the health insurance that is offered to employees and achieving full implementation of fair wage scales. With such important issues, we expect a real fight.



SAN FRANCISCO NURSING CENTER

Employees at San Francisco Nursing Center joined NUHW in December 2010 and were able to beat back the takeaways that management was proposing, achieve wage increases, and replace the massively underfunded SEIU pension plan with a more stable plan. NUHW leaders at SFNC have worked successfully to bridge the divisions with former SEIU supporters and are in a stronger position going into contract negotiations in the spring of 2015.

SUTTER CALIFORNIA PACIFIC MEDICAL CENTER

Sutter Health's California Pacific Medical Center has long been one of our most anti-union employers, dating back to when our members were part of Local 250. For decades, workers have fought and won against the CPMC administration, most recently in our 2012 campaign.

NUHW members at CPMC entered into contract negotiations in January 2014 with proposals to largely roll over the existing contract with reasonable economic improvements. But CPMC came with its own agenda. The administration is proposing to increase the cost of health insurance by outrageous amounts and take control of all future changes in benefits. Additionally, they are proposing substandard wage increases with wage freezes for some employees and other cuts to our contract. This is made more complicated by an agreement between CPMC



SEIU, which represents workers at the hospital's St. Luke's campus. If CPMC agrees to better economic terms with NUHW members, CPMC is required to give SEIU members the same terms.

CPMC employees are united against the cuts and held a large informational picket to protest the proposals in July. NUHW members have voted to authorize



a one-day strike in protest of management's unfair labor practices.

While we continue to negotiate, we are prepared to strike if necessary, as we have many times in the past.

UCSF BENIOFF CHILDREN'S HOSPITAL OAKLAND

After years of struggle and two elections, 450 Children's Hospital employees voted to leave SEIU and joined NUHW in May 2012. Over the next year and a half, NUHW members fought against management's attempts to cut important contract protections, including employee and family health insurance and the proper implementation of anniversary raises in the wage scale. SEIU attempted to assist management by continuing its campaign to divide Children's workers and even filed a decertification petition with minimal employee support. In November 2013, Children's workers won a



contract that protected their health insurance, wage scales, and anniversary wage increases, and provided for yearly wages increases. This was at a time when all other unions that were in negotiations with Children's Hospital were facing — and still face — wage freezes.

With a strong NUHW contract in place, support for SEIU has dwindled even further and NUHW members are confident that we will prevail in the upcoming election against SEIU.



SANTA ROSA MEMORIAL HOSPITAL

After seven years of organizing, one year of delay at the National Labor Relations Board, and one year of contract negotiations, Santa Rosa Memorial Hospital workers settled their first contract in April 2012. Since then, leaders have worked to build a stronger steward council and unite their 600 co-workers in preparation for the next round of contract negotiations in 2015. NUHW leaders at Santa Rosa Memorial also were instrumental in helping employees organize into NUHW at St. Joseph Hospital in Eureka. The two hospitals are owned by the same chain, the mostly non-union St. Joseph Health System. NUHW stewards spent hours on phone banks talking to St. Joseph workers about their experience in our union and many made the four-hour drive to Eureka to meet with employees during the organizing campaign.



ST. JOSEPH HOSPITAL, EUREKA

Two hundred and seventy employees at St. Joseph Hospital in Eureka joined NUHW in April 2014. The hospital is part of the same health system as NUHW members at Santa Rosa Memorial Hospital, whose support helped beat back a significant anti-union campaign run by the employer. St. Joseph employees have elected their bargaining team and will begin negotiations for a first contract in October with a goal of addressing substandard wages, unpredictable shift cancellations, and other employee and patient care concerns.





DOCTORS MEDICAL CENTER, SAN PABLO

Doctors Medical Center has long been the safety net hospital for West Contra Costa County. A massively underfunded public district hospital, Doctors has been kept open for decades due to the sacrifices and efforts of NUHW members.

Contract negotiations have been delayed due to the increasing financial crisis of the hospital. After losing a parcel tax vote in May 2014 which would have funded a full-service hospital, the DMC administration announced that the hospital would either close or downsize significantly, possibly to just a free-standing emergency room with support services.

NUHW members, along with members of the California Nurses Association, have focused on organizing community members and pushing the Contra Costa

County Board of Supervisors to step in and save the hospital. We have packed the Board of Supervisors meetings and held rallies and press conferences to spread our message: The community needs this hospital. Citing its own financial deficit, the county has refused to step in to maintain DMC as a full-service hospital.

While we continue to fight for more funding and support from the county, the hospital has begun downsizing and has implemented significant layoffs. Despite the efforts of caregivers and community members, the future of the hospital remains uncertain, serving as an unfortunate reminder of the problems in our country's public health infrastructure.





THE SEQUOIAS

In October 2009, employees at the Sequoias, an assisted living center, voted to join NUHW. The workers, who were previously members of the Laborers International Union of North America, faced significant obstacles in negotiations, as SEIU had agreed to a substandard contract at another facility owned by the same company. Despite those obstacles, NUHW members achieved a contract that protects workplace rights and improves pay, and is substantially better than the contract that SEIU negotiated with the same

employer. Employees are now preparing to renegotiate their contract, which expires in May 2016.

HAZEL HAWKINS MEMORIAL HOSPITAL

Two hundred employees at Hazel Hawkins Memorial Hospital voted to leave SEIU for NUHW in June 2012 and quickly went into contract negotiations on issues SEIU had ignored since the trusteeship. The hospital agreed to 13.5% in wage increases over a three-year contract; a first-ever ban on subcontracting; the right to arbitrate over staffing issues; an increase in the pension contribution; stronger job security language; and other improvements. Since then, the non-union respiratory therapists have joined the union, and just a few weeks ago, non-union workers in the lab began to organize into NUHW.





MISSION NEIGHBORHOOD HEALTH CENTER

In July 2013, 43 NUHW members at Mission Neighborhood Healthcare beat back some of the most anti-worker proposals that our union has ever seen and settled a contract that maintained all employee rights, kept the health insurance intact, included fair wage increases, and provided for a new employer-paid defined-benefit contribution retirement program. NUHW members at Mission Neighborhood are now focused on enforcing their contract, which expires in June of 2016.

in October 2011, with average wage increases of 23% over three years and with 19% front-loaded in the first year. We recently learned that the hospital will be changing subcontractors to Sodexo, although they have not yet announced a date for the change or its impact on employees. Aramark employees are organizing to protect their jobs, pay, and benefits in the transition and we are confident that we will prevail.

ARAMARK EVS, LOS ALAMITOS MEDICAL CENTER

Formerly non-union subcontracted environmental service workers at Los Alamitos Medical Center employed by Aramark won their first contract





SODEXO HOUSEKEEPING AND DIETARY, LAKEWOOD MEDICAL CENTER

Housekeeping and dietary employees at Lakewood Medical Center work for a subcontractor, Sodexo, not the medical center directly. In an attempt to weaken employee power, Sodexo maintains that they are separate units and has refused to negotiate with both groups together. Despite Sodexo's attempt to divide them, both of these groups acted together as one union in coordinating their successful contract negotiations in the last round and are doing the same now as they begin renegotiating their contracts, which expire in November and December of this year.

NORTH AMERICAN HEALTHCARE — WOODLAND NURSING & REHABILITATION, UNIVERSITY POST-ACUTE REHAB, AND COTTONWOOD POST-ACUTE REHAB

Two hundred and twenty nursing home workers in North American's Sacramento-area

facilities joined NUHW in August 2011. In December 2102, NUHW members achieved a one-year contract with wage increases and protection of the rights they had fought to achieve in previous contracts. North American employees began negotiating their second contract as NUHW members at

the end of 2013 with the goal of addressing tremendous wage disparities. In May 2014, workers at Woodland and Cottonwood ratified their new contracts, with a settlement at the third home, University, coming quickly thereafter. All three facilities won fair wage scales that base wage rates on years of service, resulting in significant wage increases for employees who had been underpaid for years.





KINDRED HOSPITAL SAN FRANCISCO BAY AREA

Kindred Hospital employees voted to leave SEIU in January 2011 after years without a contract or pay increases. In October 2012, NUHW members at Kindred achieved a three-year contract with wage increases, a ratification bonus, longer break periods, and a labor-management committee to address ongoing workplace concerns. As Kindred employees prepare for their next round of contract negotiations,

they are uniting to fight Kindred's plan to subcontract the housekeeping department and protect the pay, benefits, and workplace rights of the hospital's housekeepers.

KINDRED HOSPITAL WESTMINSTER (ORANGE COUNTY)

In a joint campaign with the California Nurses Association, 200 employees at Kindred Hospital Westminster in Orange County joined NUHW in December 2013 despite a fierce anti-union campaign from management. The newly elected bargaining team has been in negotiations since May and it is clear that we will need to escalate our campaign to pressure Kindred to address issues of patient care, employee rights, pay, and benefits. But we're ready.





KINDRED HOSPITAL BREA (ORANGE COUNTY)

Following the victory of their colleagues at Kindred Westminster, 150 caregivers, including RNs, at Kindred Hospital Brea, which is also in Orange County, voted overwhelmingly to join NUHW in April 2014. The newest NUHW members have elected their bargaining team and are ready to negotiate a fair contract. Kindred, however, continues to delay and as of the writing of this report, employees are planning an escalation of pressure to force Kindred to bargain in good faith.

SUTTER VISITING NURSE ASSOCIATION OF SANTA CRUZ

Twenty occupational therapists, physical therapists, medical social workers, and speech

therapists at Sutter's Visiting Nurse Association of Santa Cruz joined NUHW in December 2013. These caregivers, who travel to patients homes and rarely see each other, united in NUHW for a collective voice in decisions that affect their jobs and their patients. Negotiations have been ongoing since March 2014 and employees remain united to achieve equality with their unionized RN co-workers.





SAN RAFAEL HEALTHCARE AND WELLNESS CENTER

Sixty-five caregivers at San Rafael Healthcare and Wellness voted unanimously to join NUHW in December 2013 and were joined by co-workers in a separate housekeeping unit in another unanimous vote in February 2014. Since then, San Rafael employees have elected their bargaining team, voted on proposals, and begun contract negotiations. While we have reached tentative agreements on many of the boilerplate aspects of the contract, we expect a significant fight over economic and patient care concerns.

SANTA RITA JAIL AND GLENN E. DYER DETENTION CENTER (ALAMEDA COUNTY)

Corizon Health (formerly Prison Health Services) is one of the largest for-profit providers of prison healthcare in the nation and has faced criticism in multiple states for prioritizing profit over healthcare in our nation's jails. Fed up with unsafe staffing and contract negotiations that were going nowhere, 160 LVNs, RNs, nurse practitioners, medical assistants, medical records clerks, and other caregivers, who provide health services at Santa Rita Jail in Dublin and Glenn E. Dyer Detention Center in Oakland, voted to leave SEIU and join NUHW in November 2013. Support for joining a strong, democratic union was so overwhelming that SEIU withdrew from the running weeks ahead of the election. Since the election, Corizon employees have completely overhauled their contract campaign plan, developing proposals based on the input of employees and attacking unsafe working conditions. While we continue our contract struggle,



which will likely escalate in the coming weeks, employees have taken their safety concerns to the California Division of Safety and Health, which has opened an investigation into employee complaints.



RADIOLOGY ASSOCIATES OF MARIN GENERAL

The independent union of imaging techs at Marin General formally affiliated with NUHW in 2013. With their contract expiring in early October, employees are beginning their first round of contract negotiations as an affiliate of NUHW. While the Marin General administration continues to try to avoid dealing with the affiliation, we are looking forward to a first NUHW contract at the hospital.

SETON MEDICAL CENTER AND SETON COASTSIDE

In January 2013, the National Labor Relations Board overturned the results of a March 2012 vote at Seton Medical Center, which SEIU had narrowly won. The NLRB ruled that management

discriminated in favor of SEIU during the campaign. While SEIU delayed the new election for over two years, they also agreed with management to freeze employees' defined-benefit pension and increase health insurance costs.

Finally, in February 2014, the NLRB scheduled the election, giving NUHW and 675 Seton employees only three weeks notice before the March 19 election date. After an intense campaign in which NUHW leaders mobilized their co-workers and combatted SEIU's lies, the ballots were counted. NUHW got the most votes, but because it was a three-way race (NUHW, SEIU, or No Union) we had to not only get the most votes but get more votes than both SEIU and No Union combined. There were 15 employees whose eligibility was challenged and the results of those challenged ballots will determine whether or not there will be a run-off election.



NUHW demanded that the challenges be resolved immediately through the NLRB process, but SEIU and the Seton administration decided to delay the process even more by filing 45 frivolous objections to the election. While employees



wait for the NLRB to deal with SEIU and Seton's delays, the hospital remains up for sale with an uncertain future. We are confident that we will prevail in both the resolution of the challenged ballots and the objections, and Seton workers, as members of NUHW, will have a real voice with the hospital's new owner.

BUILDING OUR STRENGTH

The NUHW Hospital and Nursing Home Division is focused on settling outstanding contracts and building strong worksite organizations to be prepared for any fight. NUHW organizers and stewards are working to identify leaders in every department of our hospitals in order to build larger and more representative steward councils. We are organizing local and regional steward trainings and working to prepare for the next round of contract fights in all of our hospitals.

Recognizing that the involvement of elected officials at all levels of government has been important in many of our successful contract negotiations in the last few years, and that state and federal legislation has a direct impact on our jobs, NUHW members are also working on building our political clout. We plan to work on educating our co-workers, building up our resources through contributions to our Committee on Political Education (COPE), and reaching out to elected leaders and candidates throughout the state.

HOSPITAL & NURSING HOME DIVISION

Antonio Orea
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 Charlie Ridgell
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 Marilyn Albert
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KAISER DIVISION

The past year brought many challenges that tested our resolve and great successes that strengthened our commitment to continue the fight for our welfare and that of our patients.

HOLDING KAISER ACCOUNTABLE WITH CALIFORNIA'S DEPARTMENT OF MANAGED HEALTH CARE

Our members' efforts to make Kaiser accountable to its members have had some great successes, including getting the Department of Managed Health Care (DMHC) to levy a \$4 million fine against Kaiser for its failure to provide timely access and care to plan members who are in need of mental health services. The fine — the second largest in the agency's history — sent a message to Kaiser that our members hold their employer accountable for the care that it promises its plan members.

For more than a year, Kaiser claimed that the fine was excessive and that Kaiser had resolved the problems cited by the DMHC. In August and September of this year, Kaiser spent weeks trying to reach an out-of-court settlement with the

DMHC in an effort to avoid a four-week hearing in which Kaiser clinicians and patients would publicly testify about Kaiser's violations. The settlement talks failed, and on Monday, September 8, lawyers for Kaiser and the DMHC appeared before an administrative law judge to finalize the ground rules for the hearing. Later that day, Kaiser dropped its appeal after the judge denied Kaiser's request to keep most of the relevant documents in the hearing private.

The judge also said that Kaiser's star witness — a former DMHC prosecutor now in private practice as an advocate for HMOs — should consult with the DMHC regarding possible ethical breaches associated with testifying on Kaiser's behalf. These rulings followed an April ruling by the same judge in which she denied Kaiser's request to close the entire hearing to the public and seal all records and documents pertaining to it.

With all signs pointing toward a difficult hearing, and with weeks of testimony lined up by the DMHC from Kaiser clinicians and enrollees who suffered harm as a result of the HMO's violations, Kaiser dropped its appeal and paid the fine. The story of Kaiser's capitulation received significant press attention, and these stories followed in-depth articles on Kaiser's mental health care crisis published over the previous few months in Northern



California media, including front-page stories in the Santa Rosa Press Democrat and Kaiser's hometown paper, Oakland's East Bay Express.

NUHW health educators have filed an additional complaint with the DMHC regarding Kaiser's change in the weight management classes that our Healthcare Professionals teach plan members. Kaiser executives have modified these classes that formerly offered substantive and helpful information to plan members in managing weight challenges. Now the classes have become merely sales pitches for the high-cost weight programs offered by Kaiser — programs that many plan members, especially Medicare participants, cannot afford. The complaint is currently under investigation. In each of these cases regarding mental health services and weight management classes, Kaiser continues to demonstrate that it focuses on profit, with an emphasis on managing health care instead of providing it.

HOLDING DECISION MAKERS ACCOUNTABLE

We have attempted to raise patient care issues with many of Kaiser's highly paid executives and board members. At least two of Kaiser's board members, Jenny Ming and Christine Cassell, apparently were unwilling

to be held accountable for Kaiser's lack of patient care and resigned from their lucrative \$250,000-a-year positions that demanded that they attend an onerous six meetings a year. Board members have been instructed by Kaiser attorneys not to accept any information that NUHW might give them. (Plausible deniability, perhaps?) When our NUHW clinicians recently approached Kaiser CEO Bernard Tyson, he told them to



take their concerns to regional executives. These executives in turn have said that clinicians should talk to local leadership, each of them continuing to pass the buck with no one wanting to take responsibility. Most amazing of all is that Cynthia Telles, the only mental health professional on Kaiser's Board of Directors, has remained virtually silent and unapproachable regarding the mental health crisis of the organization she is responsible for leading. NUHW is calling for Telles' resignation in light of Kaiser's admission of guilt regarding its violations of state law and Telles' failure to live up to her legal and ethical obligations to fix Kaiser's broken mental health care system.



ONE-DAY STRIKES

Another avenue some of our members have taken to protest staffing has been in departmental one-day strikes. In March and May of this year, NUHW members of Kaiser Oakland Psychiatry and Kaiser Optical at Point West, respectively, conducted successful one-day strikes.

UNFAIR LABOR PRACTICE CHARGES

NUHW members have filed dozens of unfair labor practice charges (ULPs) both in Northern California and Southern California to prevent Kaiser from carrying out many of its desired changes in the working conditions of our members. Some of the ULPs, especially regarding staffing and contracting out, have resulted in forcing Kaiser to increase staffing in certain clinics.

NUHW members are filing ULPs ever more frequently. Recently, in the regional offices of Kaiser Southern California, wellness coaches of the Health Care Professionals bargaining unit

learned that their calls with plan members were being recorded without their knowledge and without bargaining with the union. Members filed a ULP that is currently being investigated by the NLRB. Other ULPs regarding changes in scheduling, etc., have been filed as well for this bargaining unit.

NUMBER OF STEWARDS HAS INCREASED

As we move forward with our battle to preserve benefits and improve patient care, we have increased the number of stewards representing our members. In Mental Health, Optical, and Health Care Professionals statewide, we have nearly 200 stewards.

AFN TRANSITION TO CNA

In the AFN bargaining unit, NUHW made good on its commitment to the Kaiser Los Angeles Medical Center RNs to transition to CNA when they requested it. Despite the fact that we raised strong concerns with the AFN RNs and CNA that the timing of this change was inopportune, given the divisions it might cause at LAMC, they requested the transition. In late August, NUHW received the approval of the AFN Steward Council to go forward with a vote of the membership on the transition. Although the turnout was very light, the vote to have NUHW sign a service agreement with the CNA for representation and bargaining purposes

passed. The NUHW-CNA service agreement will continue pending an NLRB vote for full recognition of the CNA. In the meantime, UNAC, a Kaiser Coalition union representing 17,000 Kaiser RNs in Southern California, has been recognized as a cross-petitioner and will have full rights in any NLRB hearing on the election. The Teamsters have filed ULPs and the NLRB has decided to cancel all hearings and block the election indefinitely. The timing of this transition would have been smoother had the CNA waited until we had a contract with Kaiser.

SOME UNIONS WEAKEN THE LABOR MOVEMENT

NUHW finds itself in an environment where some unions lack the fortitude to fight and others conspire with the employer to lower the standards of workers in exchange for dues. SEIU sets the lowest standards for wages and especially benefits with all of Kaiser's competitors, agreeing to concession after concession and paying no heed to the representational needs of its members. As we move into 2015, Kaiser looks forward to exploiting the new lower standards of its willing and complacent union partners, the Coalition of Unions, with another round of concessionary bargaining. The Pharmacy Guild in Southern California that threatened a strike earlier this year has all but given up. Kaiser's demands of them have been even more diabolical than those it is

trying to force NUHW members to accept. Despite the weakness of most of Kaiser's unions, the members of NUHW and CNA are prepared to continue the fight with this ever-richer health care corporation.

NOTICE OF IMPLEMENTATION

In June of this year, Kaiser gave NUHW's Psych-Social and Health Care Professional bargaining units of Southern California notice of its calendar for implementing parts of its final offer. In July 2013, Kaiser had given notice of implementation to the NUHW Optical bargaining unit. To date no such notice has been given to the AFN or IBHS bargaining units.

RESUMING BARGAINING

It is our plan to resume bargaining with the employer as CNA, whose contract expired in August, prepares for battle with Kaiser. It is our hope that we can closely coordinate our efforts and win a fair contract for our respective members.

Our struggle continues.

KAISER DIVISION STAFF

Abid Yahya
Ben Snyder
David Mallon
Greg Tegenkamp
Ralph Cornejo
Sam McKewen Page

NEW ORGANIZING

The heart and soul of any union is organizing. Whether it's organizing previously unorganized workers into the union, liberating workers trapped in a corrupt union, or leading healthcare workers to stand up and fight for themselves and for their patients, organizing is fundamental to the work of building a network of support and solidarity so that the strength of many overcomes the power of a corporation. That's why in NUHW, all the staff who work directly with healthcare workers in hospitals, nursing homes, clinics, and other facilities are called "organizers" rather than "business agents" or simply "field representatives." In this case, the title says a lot.

From our inception, NUHW has earned a well-deserved reputation as an organizing union, the fastest growing healthcare workers' union in the country. Since our last leadership conference, more than 1,500 healthcare workers have joined our union!

Corizon (formerly Prison Health Services) at Alameda County's Santa Rita Jail and Glenn E. Dyer Detention Center: **159**



Kindred Brea: **154**

Kindred Hospital Westminster:
198

San Rafael Healthcare and
Wellness Center: **70**

Visiting Nurse Association of
Santa Cruz: **18**

St. Joseph Hospital, Eureka: **276**

Seton Medical Center and Seton
Coastside: **673**

We continue to get calls every day from healthcare workers wanting to join our union. We currently have ten campaigns in progress in Northern and Southern California.

KINDRED REHAB WESTMINSTER

More than 20 employees in a bargaining unit of professional, service, and technical workers are seeking to join their colleagues at Kindred Westminster, who voted to organize with NUHW in April 2014. The unit had their election in June. The employer committed various unfair labor practices during the last week of the election, which prompted us to file charges against them. The NLRB has impounded the ballots

and is currently investigating our charges. We are confident that the NLRB will decide in our favor and give those employees an opportunity to have an election free of intimidation and coercion from management.

AIDS HEALTHCARE FOUNDATION

AHF has more than a dozen clinics statewide. We have been working with the physicians, physician assistants, and nurse practitioners at the different clinics since early 2013. We filed for an election in July 2013, which has since been tied up at the NLRB. AHF management is engaged in an egregious anti-union campaign and have had a number of complaints issued against them for illegal activity. We continue to build support among the providers and hold AHF accountable. With political and community support throughout the state, we are pressuring AHF to respect workers' rights to organize. Once we win the election, the technical, service, and clerical workers will be welcomed into our union.

LONG BEACH MEMORIAL MEDICAL CENTER AND MILLER'S CHILDREN'S HOSPITAL

Technical employees at Long Beach Memorial have been organizing since early 2014. We filed for an election on April 2, 2014. The size of the bargaining unit is yet to be determined, but we believe it will be around 550.

We are waiting for the NLRB to determine the appropriate bargaining unit and set an election date.

We are also organizing approximately 2,000 workers at two major and strategic medical centers in Southern California. These campaigns are in the early stages and have not become public.

ST. JOSEPH HOSPITAL, EUREKA

A bargaining unit of technical workers is seeking to join its colleagues at St. Joseph, Eureka, who voted to organize with NUHW in April 2014. In late September, we filed for an election.

We are also organizing approximately 1,200 workers at seven clinics and hospitals in Northern California. These campaigns are in the early stages and have not become public.

ORGANIZING DEPARTMENT STAFF

Alex Flores
Christian Murguia
Edan Dhanraj
Richard Draper
Sina Howe
Sophia Mendoza

RESEARCH

The Research Department is staffed by three researchers who conduct a variety of work in support of our union's membership.

Bargaining Support — analyzing employers' finances, pension and health plans, as well as preparing market studies of wages and conducting costing analyses of contract proposals.

Accountability — working alongside our union's members to hold employers responsible for providing quality health care to

patients along with quality jobs to caregivers.

Advocacy — working with community organizations to advance our union's interests on healthcare and public policy issues.

Legal Assistance — working with our union's attorneys to defend our members' rights and improve services for our patients.

The following are some of the Research Department's principal projects during the past year.

KAISER PERMANENTE

CARE DELAYED, CARE DENIED

The Research Department continues to work closely with NUHW's 2,500 mental health clinicians to improve Kaiser's mental health services across California. In 2013, the California Department of Managed Health



Care (DMHC) levied a \$4 million fine against Kaiser and ordered the HMO to “cease and desist” from violating patients’ right to receive timely and appropriate clinical care. These actions were triggered by NUHW’s filing of a formal complaint (“Care Delayed, Care Denied”) after Kaiser refused to fix serious understaffing problems that deprive patients of adequate care. After fighting the fine and denying guilt for more than a year, Kaiser finally paid the fine in September 2014, just hours before patients and caregivers were set to testify about Kaiser’s practices in a monthlong legal hearing.

During the past year, NUHW’s Research Department has worked alongside clinicians to:

- Collect and present hundreds of pages of evidence of Kaiser’s ongoing violations to regulatory, enforcement, and accreditation agencies.
- Deliver a daylong presentation to DMHC officials conducting a follow-up survey

of Kaiser’s mental health services.

- Make a presentation to the National Committee for Quality Assurance (NCQA), a national accreditation organization based in Washington, D.C., regarding Kaiser’s mental health services.
- Design and launch KaiserMentalHealth.com as a resource for mental health consumers. The site helps to educate patients about their right to receive timely and appropriate mental health services and offers assistance to patients with difficulties accessing care at Kaiser.
- Launch a website, DearCynthiaTelles.com, containing dozens of letters from Kaiser patients and clinicians about the day-to-day problems affecting Kaiser’s mental health services. The site is part of NUHW’s effort to hold Kaiser decision makers accountable for the crisis affecting mental health services.

- Coordinate with patients, advocacy organizations, legislators, attorneys, journalists, and others as part of NUHW's efforts to improve Kaiser's mental health care.
- Assist NUHW's attorneys in bringing a lawsuit against Covered California, the state's healthcare exchange, for violating its own rules by allowing Kaiser to add nearly 400,000 new patients without first fixing the serious understaffing problems that deprive patients of adequate behavioral health services.

DIETITIANS AND HEALTH EDUCATORS

The Research Department also worked with Kaiser dietitians and health educators in Southern California to file a complaint with the Department of Managed Health Care regarding Kaiser's cuts to patient services that force patients to pay thousands more dollars in out-of-pocket expenses. The DMHC's investigation is now in its final stages of decision making.

BARGAINING SUPPORT

We conducted ongoing analyses of Kaiser's finances, pension plans, and executive compensation practices, and provided other support for NUHW's members during the course of negotiations with Kaiser.

CALIFORNIA PACIFIC MEDICAL CENTER

The Research Department is



providing a variety of support to assist our members' efforts to win a fair contract at San Francisco's largest hospital, including financial analyses, issue research, and political/community outreach.

CORIZON HEALTH

Researchers are analyzing staffing data, county contracts, quality analyses, and workforce data to evaluate the adequacy of staffing levels and patient services provided by this for-profit corporation.

DOCTORS MEDICAL CENTER SAN PABLO

Researchers prepared and presented materials during a two-day fact-finding hearing

conducted by an arbitrator regarding the hospital’s financial performance and management’s proposals for benefit reductions.

ADDITIONAL CAMPAIGNS

The Research Department conducted financial analyses, costing reviews, and other support to our members during their contract negotiations at facilities across the state:

- St. Joseph Hospital Eureka
- Cottonwood Post-Acute Rehabilitation Center
- Woodland Nursing and Rehabilitation Center
- University Post-Acute Rehabilitation Center
- Providence Tarzana Medical Center
- Doctors Medical Center San Pablo
- Children’s Hospital Oakland
- Kindred Bay Area Medical Center

NEW ORGANIZING

The Research Department also provided a variety of research

and legal assistance to healthcare workers who joined NUHW through government-supervised elections, including:

- Seton Medical Center
- Kindred Hospital Westminster
- Kindred Hospital Brea
- St. Joseph Hospital Eureka
- Sutter Visiting Nurses Association of Santa Cruz
- AIDS Healthcare Foundation
- San Rafael Healthcare and Wellness Center
- Corizon Health (formerly Prison Health Services) – Alameda County

The Research Department is currently providing assistance to non-union healthcare workers who seek to join NUHW at a half-dozen hospitals in Southern and Northern California.

RESEARCH DEPARTMENT STAFF

Fred Seavey
 Sara Smith
 Van Nguyen



POLITICAL ACTION

BUILDING POWER FOR QUALITY CARE

NUHW has had an exciting and challenging year on the political front. From the ballot box to the bargaining table and from Sacramento to Washington, D.C., NUWH leaders and members have worked hard to make their voices heard for quality patient care and a fair shake for workers. Members have gotten involved in grassroots organizing; writing letters to members of Congress; joining with community leaders to fight back against closures and cutbacks; making phone calls and walking precincts; and building relationships with elected officials and candidates to fight for patients and their families. In November, NUHW members can exercise their collective power at the ballot box. Thanks to the power of the members, NUHW can take on critical fights — and win.

COPE — COMMITTEE ON POLITICAL EDUCATION

As healthcare workers know, our employers, especially giants like Kaiser and Sutter, know how to build power. They know that decisions that affect their businesses are made every day in

Sacramento and in Washington, and they have spent millions of dollars on politics, elections, and lobbying to make sure *their* voices are heard. While healthcare workers can't compete with the resources of a huge corporation, by joining together, organizing at the grassroots level, and electing pro-health care candidates, our members can and have made sure the voices of patients and healthcare workers are heard in the corridors of power.

The best way for unions to acquire resources for candidates and elections is not through dues dollars but through voluntary contributions from members. NUHW's vehicle is the Committee on Political Education (COPE). Members have contributed thousands of dollars to COPE through voluntary payroll deduction and have made a real and lasting impact in California. So far this year, nearly 300 members have enrolled in our COPE program (including 42% of our members at Los Alamitos!), contributing thousands of dollars for elections in 2014 and beyond.

ELECTION 2014

This November, the California ballot will include candidates for Congress, governor, Assembly, state Senate, constitutional offices, and local elected offices, as well as key ballot initiatives. NUHW members sent questionnaires to this year's candidates and our regional committees interviewed them, resulting in NUHW endorsements



for pro-healthcare, pro-worker candidates. Our members also have made key contributions and are volunteering to impact elections across the state. This year, the NUHW Executive Board adopted the goal of having 1% of NUHW's entire membership participate in one grassroots volunteer shift before the November election. See your field representative to make a difference in your community.

Without a competitive election for governor, this year is not considered a "hot" election in California, and the greatest enemy is voter apathy. The ballot includes critical choices for healthcare workers. With Proposition 45, voters have the chance to make sure that health insurance giants like Kaiser have to justify their outrageous rate hikes, and that the insurance commissioner would have the power to reject those hikes. So far, Kaiser Permanente has spent \$20 million to defeat Prop. 45.

Proposition 47 would allow California to finally make common sense, compassionate

changes to drug sentencing laws that have decimated our communities by filling our prisons with low-level offenders.

As state controller, Betty Yee would ensure an accountable, progressive voice protecting our state's finances.

In Southern California, longtime NUHW attorney, friend, and advocate Florice Hoffman is running for the Orange Unified School District, Trustee Area 5.

For the Assembly, the real fight is to ensure a progressive — not corporate — voice in Sacramento. NUHW has a longtime advocate and friend in David Campos, who is running for Assembly in San Francisco. We can protect allies like Assemblymember Sharon Quirk-Silva from attack from the extreme anti-worker right. In the state Senate, we can elect a new voice for NUHW in Sandra Fluke of Los Angeles. And we can elect NUHW friend Shelia Kuehl to the Board of Supervisors in Los Angeles.

In the Bay Area, we can elect NUHW attorney and friend Dan Siegel for mayor of Oakland.

In Salinas, we have the chance to impact the Salinas Valley Memorial Hospital Board of Directors by helping elect leaders who will make critical decisions for workers and patients.

There are critical fights in November, and we need to face those challenges by voting

and volunteering. For more information about all the NUHW-endorsed candidates and issues, look out for the NUHW ballot guide in your mailbox. And be sure to get involved and vote.

THE FIGHT FOR PATIENT CARE AT KAISER

In an extraordinary victory for patients and mental health professionals at Kaiser, Kaiser Permanente dropped its appeal of a \$4 million fine levied against it last year by the California Department of Managed Health Care (DMHC) for “serious” and “systemic” violations that Kaiser committed in its mental health care services throughout the state. However, despite the penalty, Kaiser has not come up with a plan to correct its violations in compliance with the “cease and desist” order issued by the DMHC in June 2013.

Caregivers and victims’ advocates have worked tirelessly to expose the dangerous and illegal delays in care at Kaiser. They have told their stories to the DMHC, involved key elected officials, and asked U.S. Attorney General Eric Holder to launch a federal investigation.

Until Kaiser fully staffs its psychiatry departments with enough psychologists, therapists, and social workers to handle the ever-growing caseload and provides timely, quality care to its mental health patients, the fight will continue.

CALIFORNIA PACIFIC MEDICAL CENTER

CPMC is at it again. As bargaining stalls, CPMC is continuing its attempts to force workers into health plans that include increased out-of-pocket maximums and other cost increases that amount to a pay cut. These proposals could bankrupt workers who are already struggling to make ends meet in one of the nations’ most expensive cities.

CPMC has proposed closing its skilled nursing facility (SNF) despite having promised the city and the Department of Public Health that it would maintain at least 100 SNF beds in a community with a dangerous shortage of beds.

To protect the community’s healthcare and to avoid a costly and disruptive strike, NUHW members have worked with the Board of Supervisors and local elected officials to hold Sutter CPMC accountable for its closures and takeaways. We have passed resolutions, held hearings, and pressured CPMC administrators to make responsible decisions for CPMC’s workers and for the people of San Francisco.

DOCTORS MEDICAL CENTER

Following the failure of a parcel tax that would have saved the hospital, Doctors Medical Center in San Pablo is now slated to close, punching a hole in the healthcare services available to



this underserved community. Local elected officials have so far failed to make decisions at the county, state, or federal level that would keep the doors open. It's a failure of political will by elected officials community-wide. NUHW workers have lobbied and worked with elected officials to find a viable and creative solution, so far without success. Members will continue to bargain for fair treatment of workers and a voice at the table in any new model for Doctors Medical Center.

SALINAS VALLEY MEMORIAL HOSPITAL

In 2014, SVMH began talks to merge with Natividad hospital, a move that could compromise quality health care and healthcare workers in an underserved region. As a public district hospital, SVMH's Board of Directors is elected. In November 2014, several seats will be open, and it is critical that a common sense voice is elected to clean up the controversial and illegal business practices that NUHW members fought so hard to

expose. NUHW is partnering with allies and progressives in Salinas to ensure that the new board is accountable and responsive to the public.

LONG BEACH MEMORIAL HOSPITAL

Long Beach Memorial continues to fight workers' attempts to get an NLRB election and a first contract that would provide fair wages, safe staffing, and a voice at the table. The NLRB process drags on while Long Beach continues its unfair labor practices. The new mayor, Robert Garcia, stands with NUHW members, who are reaching out to their elected officials to be recognized and bargained with fairly.

AIDS HEALTHCARE FOUNDATION

A group of physicians and other providers have been fighting the AIDS Healthcare Foundation for more than a year over their right to organize. NUHW has reached out to political officials in San Francisco and Los Angeles to gain support for AHF providers' right to choose NUHW, sending a strong message that labor and the community stand united. NUHW also has joined a coalition to oppose AHF's expansion plans in San Francisco.

POLITICAL ACTION DEPARTMENT STAFF

Kim Tavaglione
Sarah Callahan

COMMUNICATIONS

NUHW's Communications Department is key to delivering our message to our members and the outside world. Our website and social media tools enable us to inform our members both about what's going on in their union and the labor community as a whole. Information is still shared through mail and email, but the ability to inform and educate through the latest media advances provides our members with "real-time" access to the latest developments.

Our Communications Department produces leaflets, mailers, emails, press releases, videos, design, and photography, in addition to managing NUHW'S website and social media. We're responsible for presenting the public face of our union and ensuring that members are kept informed and are leaders in the process.

NUHW.ORG

Earlier this year, we launched a total redesign of our website, and now, based on feedback from members and staff, we have redesigned the redesign. NUHW.org now has a new look on its homepage, with more news right up front to make it more user-

friendly and informative. The most recent stories are displayed prominently, giving site visitors an immediate sense of the union's mission and the activism of our members. Clicking on any of those stories will take you to the News & Press page, which also has a new look and better search functions. We've also added a Member Resources page with links to just about anything our members may need. You can pay dues, find your organizer, download a contract, or connect with NUHW on social media. And finally, we've relaunched the Care Delayed, Care Denied section of the site, giving members, patients, and the media a clear presentation of the story of Kaiser's mental health care crisis.

Members are encouraged to subscribe to the site to stay posted on the latest news. Subscribers receive NUHW Pulse, an e-newsletter that offers quick access to everything posted to the site over the past few weeks.

The screenshot shows the NUHW website homepage. At the top is the NUHW logo (National Union of Healthcare Workers) in white on a red background. Below the logo is a navigation menu with links: ABOUT US, NEWS & PRESS, MEMBER RESOURCES, WORKPLACES, POLITICAL ACTION, CONTACT US, JOIN US, and SEARCH. The main content area features several news articles with images and headlines:

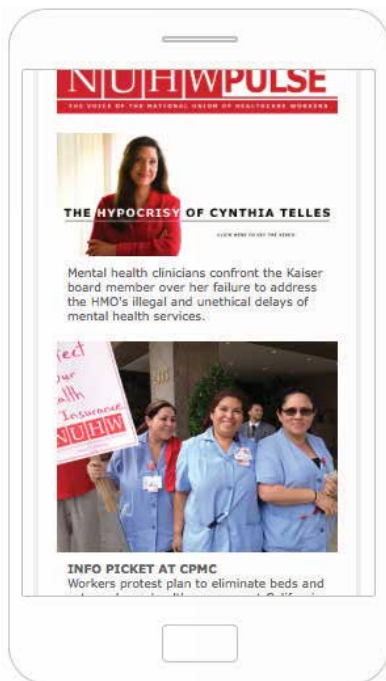
- SHOP TALK: NEWS, VIEWS FROM AROUND NUHW** (with image of two women)
- KAISER MENTAL HEALTH CLINICIANS ON STRIKE** (with image of a man in a red NUHW shirt)
- KAISER OPTICAL WORKERS ON STRIKE** (with image of a person in a red shirt)
- SEIU GETS IN BED WITH THE HOSPITAL ASSOCIATION** (with image of a bed)
- KAISER MEMBERS CAMPAIGN FOR OUR POLITICAL ALLIES** (with image of a group of people)
- KAISER PERMANENTE PROFITS SET NEW RECORDS** (with image of a money bag)
- PATIENTS, CAREGIVERS CALL ON KAISER EXECUTIVE TO FIX BROKEN MENTAL HEALTH CARE SYSTEM** (with image of a woman)

Below the articles is a red banner with the text: **CLICK HERE TO STAY POSTED ON THE LATEST NEWS BY EMAIL**. At the bottom of the page is a white banner with the text: **The National Union of Healthcare Workers is a member-led movement for democracy, quality patient care, and a stronger voice at work. JOIN US ►**

NUHW PULSE AND SOCIAL MEDIA

NUHW Pulse, the union-wide digital newsletter we introduced in April, will be relaunched as

an email newsletter. The goal of Pulse is to keep our members informed about what’s going on in the union beyond their own bargaining unit. Redesigning Pulse as an e-newsletter will make it more accessible and useful, allowing users to read the latest news on a computer, tablet, or smart phone.



We also encourage members to follow NUHW on social media. We post regularly to Facebook and Twitter, and all our videos are posted to YouTube. Plus, members can join the member-run NUHW Solidarity group on Facebook.

NUHW IN THE NEWS

Our Communications Department also works with the media to secure coverage of NUHW and issues that concern our members. Since our founding, we have established a strong reputation among journalists as a forthright and reliable source. In the past year, NUHW has been covered by national, regional, and local media, from the Los Angeles Times, Pro Publica, and Bloomberg News to newspapers, websites, and television radio stations that cover our bargaining units. Much of the past year’s coverage has concerned our

efforts to reform and improve Kaiser’s mental health services. Our success in forcing Kaiser to pay the \$4 million fine was carried by media near and far, from Bay Area radio and print to the Associated Press, which spread the story nationwide.

In addition, we’re providing our own media coverage. NUHW President Sal Rosselli has started blogging for the Huffington Post and is writing a monthly column for the San Francisco Examiner’s op-ed page. Both forums provide valuable opportunities to publicize the issues and concerns of our members.

MEMBER INVOLVEMENT

Communication is a two-way street. Members are encouraged to take the initiative in developing ideas — for leaflets, mailers, or digital messages — to improve our communications, both with each other and with the public. The explosion in the use of social media gives our members many opportunities to be an integral part of our communications mission. By sharing news on Facebook or Twitter or posting pictures on Instagram or videos on YouTube, spreading the word by email to your network of contacts, or joining member-moderated Facebook groups, member participation is vital to our ability to share news and developments.

COMMUNICATIONS DEPARTMENT STAFF
Ed Herzog
Justin DeFreitas

OPERATIONS & FINANCE

As we approach our sixth birthday, NUHW has blossomed into a democratic, fighting union with more than 10,000 members. The Operations and Finance Department provides support for the union's programs, staff and members to assist in our constant struggles and growth.

We process all of the union's financial transactions and provide monthly reports to the Executive Board so that they can make informed decisions – both short- and long-term. We work with the union's leadership to develop the annual budget for adoption by the board, and we make certain that the union is in compliance with state and federal regulations.

We record every member's dues payments and answer questions that people have about dues.

We provide administrative support by answering phones, doing photocopying, and producing contract booklets after negotiations have been completed. We track more information than you can shake a stick at!

We have three offices – two in Northern California (Emeryville and Salinas) and one in Southern California (Glendale) – and we will soon open a fourth in Eureka. Our staff consists of about thirty people, most of whom are organizers, ably assisted by our Research, Communications, and Operations and Finance Departments.

NUHW's current budget is \$4.3 million with virtually all of our income coming from dues. As we settle more contracts, most importantly those at Kaiser, our revenue will increase, and, therefore, our capacity to expand programs will grow – including more education and training for both members and staff and being able to take on more organizing campaigns.



HOW EACH DUES DOLLAR IS SPENT

Salaries, Payroll Taxes, Benefits: \$0.63

Strike Fund: \$0.01

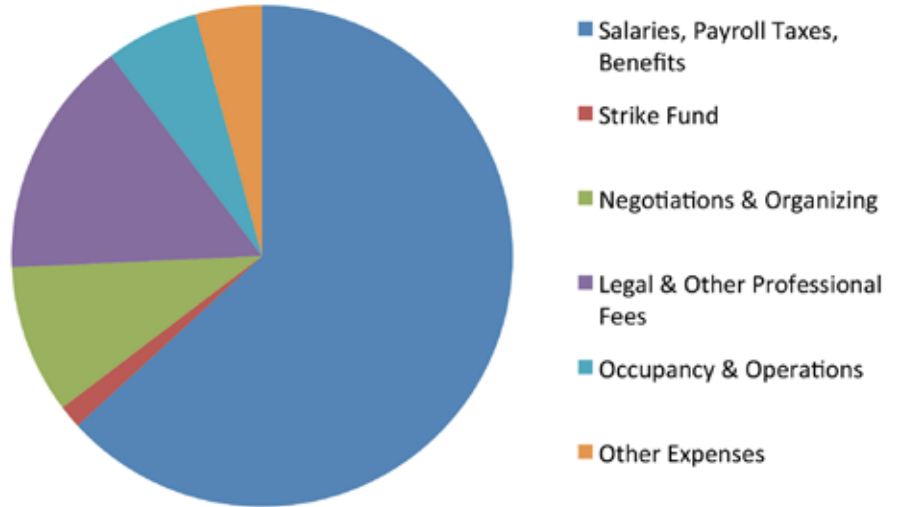
Negotiations and Organizing : \$0.10

Legal and Other Professional Fees: \$0.15

Occupancy and Operations: \$0.06

Other Expenses: \$0.04

Total Expenses: \$1.00



About 63% of the union's budget is allocated for salaries, payroll taxes and benefits. As our finances stabilized over the past fifteen months we were able to provide a monthly auto allowance for those who work in the field; and we are now adding a 401(k) benefit to assist staff in making long-term commitments to NUHW and to strengthen our ability to hire the best people.

As required by our Constitution and Bylaws, we set aside \$1 per month from every dues payment we receive for our Strike Fund. The balance in the Strike Fund is now \$165,723.

OPERATIONS & FINANCE DEPARTMENT STAFF

Ken Besst
Kristi Black
Phyllis Willett



