



# RAISING OUR VOICES

STATE OF THE UNION 2015

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## OFFICERS' LETTER

Dear NUHW Leaders,

Welcome to the 2015 NUHW Leadership Conference. Today we will review our progress over the past year and determine our priorities for the coming year.

Last year we laid out an agenda for building the model union. This year we focus on a central tenet of that agenda: politics. As healthcare workers, everything we do is in some way touched by politics. Government regulates the healthcare industry, and the industry's major players all lobby heavily for their interests. We need to make our voices heard, too.

Though politics is our priority, our theme, "Raising Our Voices," has broader connotations. We not only need to make our case to politicians but to the public. We made great strides over the past year. During this conference and in the following pages, we'll see how our members took the lead in campaigning for NUHW-friendly candidates for public offices throughout the state; how our members took our case to the public with leafleting, pickets, and strikes that brought great media attention to our issues; how we built relationships with community and advocacy groups to push for quality patient care; and how our members worked the levers of the political system to win strong contracts and bring greater government oversight to profit-minded employers.



We've done excellent work since initiating our political program last year. This year we'll take it to the next level.

It has been a busy year all around, and we have great results to show for it. We have settled ten contracts since January that maintain or raise standards, and we are making steady progress on several more. We've been busy on the organizing front as well. Workers at two previously unorganized hospitals have joined us this year, nearly two hundred workers have joined our existing bargaining units, and we have two elections pending as of this writing.

We continue to demonstrate that a democratic, worker-led movement can make tremendous gains without compromising its principles.

Today we 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.

In unity,

Sal Rosselli  
President

Sophia Mendoza  
Secretary-Treasurer

NUHW Secretary-Treasurer Sophia Mendoza and President Sal Rosselli with NUHW Organizer David Mallon (left) and Kaiser Division Director Ralph Cornejo (right).

## POLITICS IS UNION BUSINESS

Political action is critical in the healthcare industry. Everything we do as healthcare workers is touched by politics. Every job we do is in some way regulated by government. Every day politicians and regulators make significant decisions at City Hall, Sacramento, and Washington, D.C., that affect the healthcare industry, healthcare providers, and our patients. Healthcare corporations, insurance providers, drug companies, doctors, and other interest groups are heavily involved in the political process; we need to be involved, too. We need to ensure that the voice of healthcare workers is part of the discussion.

The amount of public money devoted to healthcare, through Medicare and Medicaid primarily and also at the local government level, is the result of political decisions. We fight with employers for our share of the budget, and we fight with politicians for our share of city, county, state, and federal budgets. Political involvement is crucial. We encourage our members to vote, but a real political voice for workers and our patients requires



much more than that. Healthcare workers must actively work to hold elected officials accountable.

Last year NUHW engaged in its first significant political activity by endorsing candidates and issues in local and statewide political campaigns and putting together a slate card of recommendations that was mailed to our entire membership. This year we will vote to endorse a candidate for the 2016 presidential election, and we are laying the groundwork for endorsements in other 2016 campaigns. After the conservative wave that washed across the country in the November 2014 election, we have our work cut out for us.

### 2014 ELECTION

For last year's November election, NUHW members and staff surpassed our goals in the number of political shifts we worked, phone banking and canvassing for



NUHW members from Mission Neighborhood Health Center with San Francisco Supervisor David Campos, and Hazel Hawkins Memorial Hospital workers with state Assemblyman Luis Alejo.

## POLITICAL ACTION

NUHW-endorsed candidates for offices throughout the state.

NUHW members contributed to some significant victories. We elected our friend Sheila Kuehl to the Los Angeles County Board of Supervisors and NUHW members were instrumental in helping to elect Carmen Gil, the first union-friendly member of the Salinas Valley Memorial Hospital Board of Directors, a victory that will go a long way to protect the community, workers, and patients in Salinas. Gil was outspent five to one in the campaign and won by a narrow margin, with NUHW members securing the victory by phone banking, producing mailers, displaying lawn signs, talking to their friends and neighbors about the election, and supporting the campaign in countless other ways. We also helped elect former NUHW organizer Shanthi Gonzales to the Oakland Unified School District Board and helped the entire progressive slate in Richmond hold off a challenge from Chevron-backed candidates for city council.



NUHW Kaiser leaders Turusew Gebedu-Wilson and Elizabeth White with Los Angeles County Supervisor Sheila Kuehl (center).

At the state level our longtime friend Controller Betty Yee won a very close election; NUHW contributed \$6,800 to her campaign. And our ally Fiona Ma was elected to the Board of Equalization. Another Southern California ally, Tony Mendoza, won a state Senate seat representing southeastern Los Angeles County. In Contra Costa County, NUHW ally Tony Thurmond won a state Assembly seat, from which he fought the closure of Doctors Medical Center in San Pablo and continues to support NUHW's Kaiser bargaining units in their struggle. And Proposition 47 won! This

## NUHW'S COMMITTEE ON POLITICAL EDUCATION

NUHW's Committee on Political Education (COPE) allows us, as a union, to work with and support politicians who care about our members and the issues that concern us and our patients.

Corporate lobbyists have succeeded in passing legislation that prohibits unions from using dues revenue in the federal political process. This weakens our ability to influence political decisions that would be favorable to healthcare

workers and patients. The only way we can raise money to have a voice in these important decisions is to ask our members to make voluntary donations to COPE.

We have no other source of money to advocate for federal legislation or elected leaders that will protect patients and healthcare workers. By contributing \$5 a month or more to COPE, NUHW members can get our political allies





progressive measure — a first in the country — makes our drug laws saner and sentencing more equitable.

At the national level NUHW friend Julia Brownley, in her first term in Congress, was targeted by the right because of her relatively conservative Ventura County district. NUHW leaders made her re-election a priority and we proved to be the difference — she won by only a few hundred votes. We contributed \$2,700 to her 2014 campaign, \$8,700 since 2012.

We could not have won these critical fights without the power of NUHW's Committee on Political Education (COPE) and the hard work of our members and staff.

We certainly had some disappointments. NUHW attorney Dan Siegel did not succeed in becoming mayor of Oakland, and in a very close vote, David



Campos did not win a seat in the state Assembly, though he remains a reliable and valuable NUHW ally on the San Francisco Board of Supervisors. Nor did our progressive choice for Senate in Los Angeles, Sandra Fluke, succeed.

And we knew what we were up against with Proposition 45, which would have prevented skyrocketing health insurance premiums. The industry, led by Kaiser Permanente, spent more

San Francisco Supervisor John Avalos (hands folded) and San Francisco Sheriff Ross Mirkarimi with NUHW members on the picket line at San Francisco Nursing Center during a one-day strike July 22.

elected so that they can champion our issues in the halls of government.

With COPE funds, NUHW makes political contributions to counter the influence of healthcare corporations and make sure that political candidates hear our voice in important matters like staffing and safety. And we can combine those contributions with our power at the ballot box to make sure our influence is felt by our political representatives.

That is how we build our union's political power.

"I've been a member of COPE for many years because I believe that as a union not only can we improve our working conditions through contract negotiations but also through legislation. That's why I recommend my coworkers to join me and a lot of our coworkers to donate to COPE."



Denise Cruz, CNA  
Providence Tarzana Medical Center  
NUHW Steward and Executive Board Member

than \$60 million to defeat Prop. 45. We know Kaiser will stop at nothing and we need to vigilantly hold them accountable as they continue to put profits before patients.

It was an impressive first showing by NUHW's political program, and it was all due to the hard work of our members, who volunteered their time, talked to their friends, family, and co-workers about the election, and of course cast their ballots. Our political program went from 0 to 60 in one cycle and will continue to grow and build power for our members.

Win or lose, NUHW members continue to fight. Let's always remember: when it comes to politics, we have no permanent friends or permanent enemies, only permanent issues.

### **POLITICS IN BARGAINING**

Our political action doesn't stop with elections. Our friends and allies in elected offices and in community and advocacy groups have been an enormous help to us in our contract campaigns.

Kindred administrators at the corporation's Westminster and Brea hospitals were urged by political leaders such as Congresswoman Loretta Sanchez and Westminster City Council and Mayor Pro Tem Sergio Contreras to settle a fair contract with NUHW members, which they did in July and August.

During our January Kaiser strike, our San Diego members were joined at the picket lines by City Councilwoman Marti Emerald, Fight For \$15 strikers, Teamsters 542,

IBEW 569, Interfaith Committee for Workers Justice (CLUE SD), and the San Diego and Imperial Counties Labor Council AFL-CIO. In Los Angeles, striking Kaiser workers were joined on the picket lines by Labor United for Universal Healthcare. And in Northern California, Operating Engineers Local 39 joined us on the picket line, Assemblymember Tony Thurmond volunteered his services as a mediator, and San Francisco Firefighters Local 798 brought an engine and barbecue to the Oakland picket line and provided lunch for more than two hundred striking workers and supporters.

Corizon workers at Alameda County's Santa Rita Jail and Glenn E. Dyer Detention Center called on county Supervisors Scott Haggerty, Nate Miley, and Wilma Chan, as well as former state Assemblymember Sandré Swanson to help us push the for-profit corporation to settle a contract that workers ratified with great enthusiasm after SEIU failed to win a contract for them two years earlier. Having seen firsthand the impact of NUHW's political clout, fifty percent of Corizon workers signed on to donate \$5 a month or more to COPE.

NUHW members at Providence's Tarzana Medical Center also ratified a contract this year and matched Corizon workers' COPE contributions, with fifty percent signing on for a monthly donation of \$5 or more.

At Sutter's California Pacific Medical Center in San Francisco, NUHW members joined forces with several



Salinas Valley  
Medical Center  
NUHW members  
with SVMH  
Board Member  
Carmen Gil  
(second from left).



community groups, including the Committee on Housing, Healthcare, Jobs, and Justice to pack four Board of Supervisors hearings regarding Sutter CPMC's flouting of contract requirements concerning the construction of a new hospital in the heart of the city. And thirty-five community organizations, including Jobs with Justice, signed on to a letter urging Sutter CPMC to settle a fair contract with NUHW members.

Bay Area community and elected leaders also joined NUHW members on the picket line in two strikes at San Francisco Nursing Center. San Francisco Supervisors John Avalos and David Campos supported the workers, as did state Assemblymember Phil Ting, San Francisco Sheriff Ross Mirkarimi, the Filipino Community Center, Chinese Progressive Association, San Francisco Labor Council, SEIU Local 87, and the Tenants Association. During the first strike, a delegation of community and elected leaders entered the facility to demand that the administration return to the bargaining table and to inform them that taking on NUHW in San

Francisco means taking on City Hall and the community.

San Rafael Health and Wellness Center workers were joined on the picket line in August by MAPE, a union of Marin County workers, as well as Jobs with Justice and other community members.

Our Research and Communications departments work closely with groups like Courage Campaign and Consumer Watchdog to reach out to elected officials and community leaders, and our members and staff are actively involved with many other organizations, including National Alliance on Mental Illness; Doctors for Universal Healthcare; Labor United for Universal Healthcare; Medical Coalition; Fight for \$15; Jobs with Justice; Coalition, Clergy and Laity United for Economic Justice (CLUE LA); Coalition for Labor and Community Solidarity; LaborNotes; and others.

## POLITICAL ACTION DEPARTMENT

Cristian Murguía  
Kim Tavaglione  
Marilyn Albert, RN

## HOSPITAL AND NURSING HOME DIVISION

In the past year, the Hospital and Nursing Home Division has focused on organizing new healthcare workers, negotiating strong contracts for our members, and enforcing the contracts we've ratified. It has been a busy year. As of this writing, we've ratified contracts in nine bargaining units in 2015, and we're working on several more.

Adopting the mandate of the 2014 Leadership Conference to build a model union, we have challenged ourselves to improve our internal organizing. We have built a solid framework and will continue to make this a priority in the coming year.

Among many important developments in our division, most significant has been the rapid growth of the union in the St. Joseph Health System where, in the past 18 months, we have seen service and tech workers in three St. Joseph hospitals join their co-workers at Santa Rosa Memorial Hospital in NUHW.

As we look forward to the 2016 national election, we will also challenge ourselves to greatly increase our participation in the political process to make our voices heard as we chart the course for California and the nation for the next decade. We will continue to increase member participation in politics, from interviewing and endorsing candidates to walking precincts and phone banking and contributing to our Committee on Political Education (COPE), our union's voluntary monthly political contribution program.

Northern California  
NUHW members  
at an advanced  
steward training  
session in  
Emeryville.





### **KECK HOSPITAL OF USC, SERVICE AND TECH**

In 2013, after an intense contract campaign during which members wore buttons and organized for an informational picket, we secured a contract with wage increases of 9.75% (and as much as 33% for some) over three years and no takeaways. Now we've begun bargaining our second contract. Management initially proposed changes to most of the articles in the contract, but we have moved them in the right direction. Keck has agreed to establish a Patient Care Committee on employer-paid time and they have agreed to a ban on subcontracting. However, it may take a fight to win the additional economic gains we deserve.

### **KECK HOSPITAL OF USC, SODEXO DIETARY**

In June 2012, dietary workers employed by subcontractor Sodexo at Keck Hospital of USC ratified our 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. We recently began negotiating our second contract. As in 2012, we plan to unite with the other 800 NUHW members at the hospital as one group, despite the fact that Sodexo is a separate employer.







### **PROVIDENCE TARZANA MEDICAL CENTER**

Our NUHW bargaining team went through some tough negotiations with Providence Tarzana this year, finally reaching an agreement six months after the expiration of our contract. Providence offered to extend the contract, but our committee rejected the offer because we wanted to preserve our right to strike if necessary. We successfully concluded our negotiations in June with a 9% pay increase over three years, six months retroactive pay, a 2% wage increase for Per Diems, and significant improvements in our working conditions, including a ban on subcontracting. Our contract was ratified with 100% support. We are moving forward

by offering further training to our shop stewards, recruiting more stewards, improving our Patient Care Committee, and by encouraging our co-workers to voluntarily contribute to COPE, because the fight for our next contract starts now.

### **SODEXO HOUSEKEEPING, LOS ALAMITOS MEDICAL CENTER**

NUHW members at Los Alamitos Medical Center had to fight for recognition from Sodexo when it replaced Aramark as the hospital's EVS contractor in November 2014. Ultimately we prevailed and in January we successfully negotiated a new contract with a 9.5% wage increase over three years and retro pay back to November. When Sodexo later refused to abide by the terms and conditions of the contract, we gave a ten-day notice for an informational picket and forced Sodexo to honor the contract. In addition, our protests and pickets achieved a better contract with wage increases, third-shift pay differentials, and a labor/management committee. We are showing management that we are united and we deserve respect.





### **SODEXO HOUSEKEEPING AND DIETARY, LAKEWOOD MEDICAL CENTER**

We concluded our negotiations for both the housekeeping and dietary units at the end of May, but not without a fight. We picketed, protested, signed petitions, and marched on the boss in our campaign to win a good contract that includes a 9% wage increase over three years for dietary workers, 8.75% over three years plus shift differentials for EVS workers, more than six months of retroactive pay, more shop stewards, an improved attendance policy, more time to file grievances, and improved language on job postings, among other gains. Now we are focused on strengthening our steward council by recruiting more stewards in the EVS unit. We have

also begun the process of educating members on the new contract.

### **KINDRED HOSPITAL BREA AND KINDRED HOSPITAL WESTMINSTER**

Kindred workers at the Brea and Westminster hospitals in Orange County joined NUHW in 2014. Later that year, when it became clear that Kindred was not interested in settling a contract, more than 150 of us conducted an informational picket at the Westminster facility in October. Soon after, more bargaining dates were scheduled and progress was made, but not enough. We circulated strike petitions to show Kindred we were united and determined to win a fair contract. After many meetings and a strike threat, a tentative agreement was reached at both facilities that includes across-the-board increases of at least 4% and a 1% bonus the first year, and solid union non-economic standards. Brea members ratified our contract in July; Westminster members ratified our contract in August. The results: a Patient Care





Committee on employer-paid time, in-house registry, seniority provisions, contract protections on job security, and a hiring scale with minimums established as a platform for the next contract fight. We are steadily changing Kindred's anti-union culture.

### **KINDRED HOSPITAL BAY AREA**

In October 2012, we achieved a three-year contract with wage increases, a ratification bonus, longer break periods, and a labor-management committee to address ongoing workplace concerns. In 2014, we defeated Kindred's plan to subcontract the housekeeping department. The recent ratification of first contracts by NUHW members at two Southern California Kindred hospitals gives workers at Kindred Bay Area hope that we will be able to win significant language and economic improvements when we start negotiating our next contract later this year.



### **HAZEL HAWKINS MEMORIAL HOSPITAL**

Hazel Hawkins workers have seen many changes over the past year. New buildings and expanded services led to NUHW organizing several residual units — nearly 100 new members — just in time to start bargaining a new contract. We plan to show the administration that a nearly wall-to-wall NUHW shop will be more than they can handle. Our bargaining strategy is to get for our new members what the rest of our members at Hazel Hawkins already have: fair wages and no cuts to benefits or pensions. New members also want steady schedules, seniority rights, and a ban on subcontracting.







### **SALINAS VALLEY MEMORIAL HOSPITAL**

In the summer of 2013, with the memory of an 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.

In 2014, however, Salinas Valley's leadership slipped back into its old ways. Despite significant profits and rising executive salaries, SVMH announced 44 layoffs for NUHW members, even more layoffs for RNs, and demanded cuts in health insurance from members of the

California Nurses Association. NUHW and CNA quickly responded to the proposed layoffs and contract cuts with a large informational picket, after which hundreds of NUHW and CNA members packed an SVMH Board of Directors' meeting and filled three overflow rooms, demanding that the board put the hospital back on track. NUHW members further demonstrated our strength by helping to elect a union-friendly candidate to the SVMH board. We managed to stem the tide of SVMH's cuts, limiting the damage to 11 layoffs, and recently began bargaining our next contract. We are resolved to fight any further cuts or takeaways.

## VISITING NURSES 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. We united in NUHW for a collective voice in decisions that affect our jobs and our patients. On September 24, after nearly two years of negotiations, we ratified a first contract that includes a ratification bonus, a seniority- and experience-based wage scale with guaranteed wage increases, seniority rights, a grievance procedure with binding arbitration, a labor-management committee, additional PTO accrual for employees with fifteen years experience, and protections against arbitrary discipline.



## SAN FRANCISCO NURSING CENTER

As San Francisco Nursing Center employees were preparing to negotiate our third NUHW contract this past spring, corporate parent Meridian Foresight announced the sale of the facility to a new operator, Utah-based Providence Group. Upon taking control of the facility in May 2015, Providence implemented huge reductions in health insurance, vacation, holidays, and sick leave.

In response to the health insurance cuts, we voted unanimously







to strike on July 22. The strike had 100% worker support and strong community and political support. San Francisco's sheriff joined us on the picket line, the nursing home's residents watched through the windows and cheered us on, and a community delegation that included San Francisco Supervisor John Avalos entered the building to urge the CEO to negotiate with us. Despite his assurance that he was eager to get back to the bargaining table, the CEO delayed negotiations by more than a month. In response, we conducted a two-day strike in late August which was just as successful and garnered local TV coverage. In September, the NLRB agreed with our complaint that Providence's cuts to our benefits were illegal. NUHW is demanding that SFNC workers be compensated for our losses.

### **SUTTER CALIFORNIA PACIFIC MEDICAL CENTER**

When bargaining began in January 2014, NUHW members at Sutter Health's California Pacific Medical Center, one of our most vehemently anti-union employers, proposed to retain most of the existing contract

with reasonable economic improvements. But Sutter CPMC came with its own agenda. The administration wants to increase the cost of health insurance by outrageous amounts and take unilateral control of all future changes in benefits. Additionally, they have proposed substandard wage increases, wage freezes for some employees, and cuts to sick leave and PTO accrual, along with other takeaways. The situation has been made more complicated by an agreement between Sutter CPMC and SEIU, which represents workers at one of the hospital's four campuses. If Sutter CPMC agrees to better economic terms with NUHW members than with SEIU, Sutter CPMC is required to give SEIU members the same terms.

The protracted negotiations have been a battle. We have circulated petitions, conducted informational pickets, and



engaged community leaders in the struggle. Little by little, we have made progress in resolving issues at the bargaining table.

### **UCSF BENIOFF CHILDREN'S HOSPITAL OAKLAND**

After years of struggle and two elections, 470 Children's Hospital employees voted to leave SEIU and joined NUHW in May 2012. Over the next year and a half, we 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 workers and even filed a decertification petition with minimal employee support. In November 2013, we won a

contract that protected our health insurance, wage scales, and anniversary wage increases, and provided for yearly wage increases.

Following ratification of the contract in late 2013, as the National Labor Relations Board cleared various Unfair Labor Practice charges, we began preparing for another election against SEIU. But before the NLRB could set an election date, SEIU filed new charges in order to block its own election — a clear indication of their dwindling support in the hospital. SEIU recently dropped the ULP charges that were blocking the election and launched another decertification campaign, resulting in a September 21 election in which Children's Hospital workers voted — for the third time in five years — for NUHW.

In the meantime, we continue to focus on enforcing the contract, recruiting new stewards, and building unity at Children's, where our contract expires in April 2016.



### **ST. JOSEPH SANTA ROSA MEMORIAL HOSPITAL**

Since Santa Rosa Memorial Hospital workers negotiated our first contract in April 2012, leaders have worked to build a stronger steward council and unite our 600 co-workers in preparation for the next round of contract negotiations, which recently got underway. We are demanding increased rights for our shop stewards in the workplace and an end to overuse of registry and traveler staff and subcontracting.

### **ST. JOSEPH HOSPITAL EUREKA**

NUHW leaders at Santa Rosa Memorial were instrumental in helping their co-workers at St. Joseph Hospital in Eureka to organize into NUHW. The first election at St. Joseph Hospital Eureka in April 2014 saw a service unit of 270 workers vote by a 2-1 margin to join NUHW.

In the summer of 2014, as we prepared to negotiate the first contract for the Eureka service unit, St. Joseph Health System announced that major cuts in retiree health, PTO accrual, and disability reserve would be imposed on all non-union employees systemwide.

That was the impetus needed by St. Joseph Eureka technical workers as they voted by a 4-1 margin to join their service unit co-workers in NUHW. Both units are now at the same bargaining table.







### **ST. JOSEPH REDWOOD MEMORIAL HOSPITAL**

The cuts St. Joseph Health System announced in 2014 also motivated workers at Redwood Memorial Hospital in Fortuna — just 20 miles south of Eureka — to join NUHW. Seventy-five service and technical workers voted by a 3-1 margin in January 2015 to organize with NUHW, and we are now at the same bargaining table as our Eureka co-workers. Together we are fighting to win a fair contract for St. Joseph’s Humboldt County caregivers. To that end, we released and publicized a report, *Uncompensated Care: How St. Joseph’s Low Wages Leave Caregivers Behind*, that documents the impact St. Joseph’s poor compensation standards have on workers, patients, and the community. The report generated local media coverage and preceded a similar report released by CNA.

### **PETALUMA VALLEY HOSPITAL**

Not wanting to be left behind to fend off the St. Joseph Health System attack alone, a combined service and technical unit of 120 workers at Petaluma Valley Hospital in Sonoma County voted

by a 6-1 margin in December 2014 to join our Santa Rosa, Eureka, and Fortuna co-workers in NUHW.

NUHW-represented workers at the four St. Joseph hospitals are now in a coordinated bargaining campaign. The three bargaining units at the two Humboldt County hospitals are at one table, while the two Sonoma County hospitals are at separate tables.

A key issue is the massive benefit cuts imposed on St. Joseph NUHW members before we unionized. We fully expect the employer to demand the same cuts at Santa Rosa Memorial and in the service unit at Eureka that they implemented last year on workers at Petaluma, Redwood, and in the technical unit at Eureka.

The recent announcement of merger negotiations between the St. Joseph system and the larger Providence Health and Services system presents a new challenge and opportunity for the union. Although the effects of the merger (if it actually goes through) on the day-to-day operations of the hospitals will not be felt for some time, we must prepare for whatever happens.





### **MISSION NEIGHBORHOOD HEALTH CENTER**

In July 2013, 43 NUHW members at Mission Neighborhood Healthcare beat back anti-worker proposals and settled a contract that maintained all employee rights, kept the health insurance intact, included fair wage increases, and provided for a new employer-funded defined-contribution retirement program to replace the nearly bankrupt SEIU pension. We are now focused on enforcing our contract, which expires in June 2016.

### **THE SEQUOIAS**

In October 2009, employees at the Sequoias, an assisted living center in Portola Valley, south of San Francisco, voted to join NUHW. We faced significant obstacles in negotiations, as SEIU had agreed to a substandard contract at another San Francisco facility owned by the same company. Despite those obstacles, we achieved a contract that protects workplace rights and improves pay — a substantial improvement over the contract

that SEIU negotiated with the same employer. After a late start to the 2015 negotiations, we have elected our committee, prepared our demands, and are now in the process of negotiating our second NUHW contract.

### **DOCTORS MEDICAL CENTER, SAN PABLO**

For a tragic demonstration of how broken the healthcare system is in our country, there is no better example than Doctors Medical Center of San Pablo. After a decades-long downward spiral, it became clear early this year that no level of government — local, state or federal — had the political will to keep this critically needed safety-net public hospital open any longer. Short of a miracle, nothing could save the hospital.

Administered by an overpaid out-of-state consulting group for the last years of its existence, Doctors Medical Center closed its doors for the last time in May 2015 after five decades of service to the West Contra Costa County community.





## NORTH AMERICAN HEALTHCARE

COTTONWOOD POST-ACUTE REHAB  
UNIVERSITY POST-ACUTE REHAB  
WOODLAND NURSING & REHAB

Two hundred and twenty nursing home workers in three of North American's Sacramento-area facilities began negotiating our second contract as NUHW members at the end of 2013 with the goal of addressing tremendous wage disparities. In the spring of 2014, workers at all three facilities ratified contracts with fair wage scales based on years of service, resulting in significant wage increases for employees who had been underpaid for years. With our contract expiring December 1, we are now identifying our

priorities and electing our bargaining committee.

## 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. Negotiations with the employer, Brius Health Services, California's largest nursing home operator, have dragged on for more than a year. While we have reached tentative agreements on many aspects of the contract, Brius is fighting us over economic issues and patient care concerns. In August, we conducted a successful two-day strike, which garnered highly favorable local media coverage and inspired workers at a nearby Brius facility, Novato Healthcare Center, to file for an election to join NUHW. We have also been active in securing coverage of Brius' patient care violations in an ongoing investigative series in the Sacramento Bee.





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

Health services at Alameda County's Santa Rita Jail in Dublin and Glenn E. Dyer Detention Center in Oakland have been outsourced to private for-profit companies for many years. Corizon, one of the largest for-profit providers of prison healthcare in the nation, has faced criticism in multiple states for prioritizing profit over healthcare in our nation's jails. Following more than a year of fruitless negotiations, Corizon employees overhauled their contract campaign plan, developing proposals based on the input of employees and attacking unsafe working conditions. They mobilized politically, reaching out to the sheriff and the Alameda County Board of Supervisors, and internally, preparing for a strike. Faced with a threatened strike and increasing political pressure, Corizon came to their senses and agreed to a fair contract, earning our bargaining team members a standing ovation from their co-workers when they returned to work the next day. The contract was overwhelmingly ratified.

NUHW members also won a sizable settlement with Corizon over missed breaks. The details of the settlement should be finalized this month.

Since then, Corizon's profit-driven services at Santa Rita have been the subject of scrutiny by local media. Oakland's KTVU Channel 2 and Berkeley's KPFA radio broadcast in-depth stories following the death of an inmate, delving into the company's campaign contributions to the Alameda County sheriff, the rubber-stamp approval of the company's contract year after year, and Corizon's chronic understaffing.



## RADIOLOGY ASSOCIATES OF MARIN GENERAL HOSPITAL

Radiology Associates, a formerly independent union of imaging techs at Marin General Hospital, began its first contract negotiations as an affiliate of NUHW in October 2014. Negotiations soon turned tense as management pushed hard for a number of economic takeaways aimed at reducing benefits long enjoyed by Marin General employees in four different unions. The imaging techs fought hard, conducting an informational picket and threatening a strike before finally reaching a new contract in mid-July with an 8% pay increase over three years, retroactive pay, and no takeaways. As a prelude to full merger with NUHW, the Radiology Associates recently voted to increase their union dues to match those paid by NUHW members.



## BUILDING OUR STRENGTH

The Hospital and Nursing Home Division is focused on settling outstanding contracts and building strong worksite organizations to be prepared for any fight. We are implementing last year's resolution to build the model union by working to identify leaders in every department of our hospitals, organizing local and regional steward trainings, expanding our organizing and communications capacities, and preparing for the next round of contract fights in all of our bargaining units.

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  
 Beverly Griffith  
 Charlie Ridgell  
 Dennis Dugan  
 Grant Joel Hill  
 Hugh Lucas  
 Kim Tavaglione  
 Luisa Acosta  
 Marilyn Albert  
 Michael Torres  
 Ryan Olds  
 Terrence Carter

## KAISER: A FOR-PROFIT HEALTHCARE CORPORATION IN “NONPROFIT” DISGUISE

The past year has tested our perseverance, endurance, and commitment in our fight for our welfare and that of our patients.

Kaiser continues to demand more of workers throughout the organization while providing fewer resources — all in the name of “affordability.” This applies to all of NUHW’s Kaiser members: medical social workers and health care professionals in Southern California, optical workers in Northern California, and mental health clinicians throughout the state. We are not alone in this; doctors are double- and triple-booked. Across the board, workers throughout Kaiser complain of more work and fewer staff. Speech Pathologists and Audiologists are stretched to the limit. Judging from its inadequate staffing, Kaiser acts like it is on the brink of bankruptcy, while we know that the very opposite is true. As a result, we continue to file cease-and-desists, NLRB charges, and demands to bargain as Kaiser tries to speed up work at a feverous pitch. In regard to the Health Educators — in this case, the Registered Dietitians — management continues to save money and increase profit at the expense of patients by shortening classes (e.g, diabetes classes) and reducing time spent with patients in consults just to save money to gain ever more profit.

In March, members in NUHW’s Optical unit accepted Kaiser’s last, best, and final offer, only to

see Kaiser renege on the offer. Kaiser claimed the offer, which included retro pay going back two years, was “a mistake,” though it had been on the table for some time. NUHW filed an Unfair Labor Practice charge with the National Labor



Relations Board, which found merit to our claim that Kaiser acted illegally when it refused to honor the contract our members agreed to. While Kaiser initially informed the NLRB that they were willing to settle, as of this writing Kaiser has reversed that decision. Consequently the NLRB has issued a complaint against Kaiser which will result in a hearing before an administrative law judge at which the NLRB attorneys will be supporting NUHW.

KAISER  
DIVISION

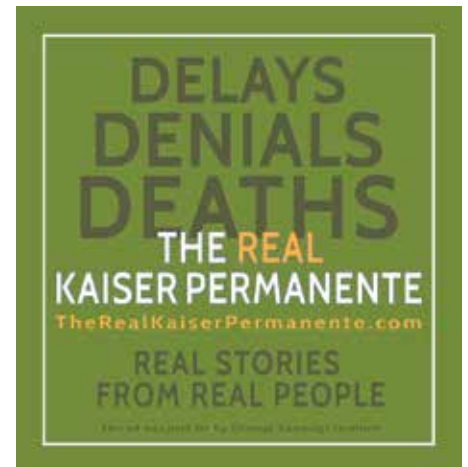
On the mental health front, our IBHS and Psych-Social members' efforts to hold Kaiser accountable to its members have continued long after the \$4 million fine levied by California's Department of Managed Health Care (DMHC) against Kaiser for its failure to provide timely access and care to Kaiser members in need of mental health services. In February of this year, the DMHC released its follow-up, which affirmed our claims that Kaiser has still not met the requirements of state regulations for which they were originally fined. NUHW's Research Department, working with clinicians statewide, has submitted more than a thousand pages of additional documentation to the DMHC regarding Kaiser's continuing arrogant indifference to state law despite the real possibility of another fine from the DMHC.

Kaiser claimed the fine was excessive and that Kaiser had resolved the problems cited by the DMHC. Yet, at different times Kaiser has denied there was any problem at all. Then Kaiser contradicted itself by putting out a press release saying that it had instituted a brand new initiative to address access concerns. Despite its protests that it has indeed taken care of the problem, the issue of access has not been resolved. In July a retired Kaiser employee committed suicide by leaping, Kaiser card in hand, from a Kaiser Santa Rosa parking structure because Kaiser could not give her an appointment to deal with her severe depression.

A pending class action lawsuit by



Kaiser patients and their families continues to progress through the legal system. The plaintiffs filed the lawsuit not only for themselves but on behalf of all Kaiser mental health patients. Following a Superior Court judge's dismissal in September of Kaiser's motion to dismiss the case, the plaintiffs' attorneys have begun the discovery process, a legal course of action that allows attorneys to depose Kaiser executives and demand information regarding Kaiser's abysmal performance in regard to access. We look forward to seeing the incriminating evidence that will support the arguments we have been making for years.



We are not alone in this struggle with Kaiser. We have reached out to purchasers of Kaiser's health plan to educate them regarding what they pay for and what they actually get from the healthcare giant. The National Alliance for Mental Illness (NAMI), Courage Campaign, and other community organizations have been great allies in the past year. In June, Courage Campaign placed ads critical of Kaiser's mental health record in Bay Area Rapid Transit trains. The ads promoted Courage's website,



TheRealKaiserPermanente.com, which features stories of patients denied timely mental health care. Kaiser reacted by putting up its own ads that dismissed the patients' first-hand accounts as an NUHW bargaining tactic. But the more Kaiser protested, the more it brought attention to Courage Campaign's ads. More recently, Courage Campaign has joined NUHW and the East Bay chapter of the National Alliance on Mental Illness as sponsors of a "No More Kaiser Suicides" Facebook page and an educational video with the purpose of continuing to draw attention to Kaiser's legal and ethical violations.

Additionally, a coalition of advocacy groups has approached NUHW about the possibility of challenging Kaiser's nonprofit status. California's insurance commissioner stripped Blue Cross–Blue Shield of its nonprofit status earlier this year on the grounds that its profits and executive compensation were at odds with the community-centered mission of a nonprofit healthcare provider. It is clear that Kaiser

would likewise fail to meet these standards; its profits dwarf that of Blue Cross–Blue Shield, as do the compensation packages for its top executives and board members. After much discussion, NUHW leaders decided to postpone a decision on whether to join these advocacy groups in this effort.

### ONE-WEEK STRIKE

In January, NUHW Kaiser workers from all four bargaining units waged a tremendously successful statewide strike. Over a five-day period, we put up sixty-five picket lines in thirty-five cities throughout the state, from Santa Rosa to San Diego, and launched a tidal wave of media attention to Kaiser's failures in mental healthcare. Kaiser's full-page ads in the state's major newspapers were no match for our members, who stood before television cameras, radio microphones, and print journalists' tape recorders to drive home our message about Kaiser's profit-driven denials of care. Strikes are never neutral; we either come out stronger or weaker. We came out of this strike much stronger. Participation was





solid and the energy level was high throughout the week as we sent a clear message to Kaiser that we are united and committed to our cause. We continue to obtain media coverage and rally more allies to join us in the fight.

The strike caused Kaiser to revise its offer to us, but certainly not enough. In mid-May we followed up with informational leafletting and picketing in various locations in both Northern and Southern California to call attention to Kaiser's retaliation against mental health whistleblowers, and our IBHS chapter is currently voting on whether to undertake a more dramatic and serious action: an open-ended strike. That is, striking until Kaiser settles a fair contract that demonstrates respect for its workers and its patients.

### **CNA AND THE COALITION SETTLE CONTRACTS**

NUHW's long struggle against Kaiser's benefit cuts forced Kaiser to delay the implementation of all its concessionary proposals for

all Kaiser employees. Of course, other unions and their members may not even realize much less acknowledge that our fight has benefited them. However, it is clear that Kaiser plans to move forward with these concessions eventually despite the reprieve. In the Coalition Agreement, the Partnership Unions agreed to the Retiree Health Plan takeaway beginning in 2017, and they agreed to establish a committee to revisit the defined-benefit pension to re-examine Kaiser's financial liabilities — in other words, to get workers ready to give up the defined-benefit pension in their next contract. Also, CNA agreed to a \$20 co-pay beginning in 2017.

Additionally, the pharmacists in Southern California, who recently joined the Partnership, and the pharmacists in Northern California, who are not in the Partnership, have given up the defined-benefit pension and have accepted the \$20 co-pay and the new Kaiser retiree health program. Pharmacists in





Southern California decertified their union, the Pharmacy Guild, in hopes that they would recover the lost benefits by joining the Partnership. They did not. The Specialty Nurses in Southern California joined the Partnership and also hoped to regain the \$5 co-pay and retiree health. They did not. Joining the Partnership did not reverse the concessions for these Kaiser employees.

#### **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. In July, CNA won an election against UNAC (the RN union that represents all the other RNs in Kaiser's hospitals in Southern California) and is now certified. We wish them well.

#### **SOME UNIONS WEAKEN THE LABOR MOVEMENT**

NUHW continues to find 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 benefits with all of Kaiser's competitors, agreeing to concession after concession and paying no heed to the representational needs of its members. We must acknowledge that this is part of the struggle that we are faced with.

We continue the fight but recognize that our members want a contract. What that contract looks like is dependent upon what we are prepared to do to achieve it.

#### **KAISER DIVISION**

Ben Snyder  
David Mallon  
Edan Dhanraj  
Greg Tegenkamp  
Ralph Cornejo  
Sam McEwen 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 corrupt unions, 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 the workers overcomes the power of corporations. That's why all NUHW 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 2014 Leadership Conference we have won the following elections:

### **ST. JOSEPH HOSPITAL, EUREKA**

Eighty technical workers voted 51-13 to join our bargaining unit at St. Joseph Hospital in Eureka in November 2014, and were



followed earlier this year by a residual unit of twelve technical workers.

### **PETALUMA VALLEY HOSPITAL**

In December 2014, 124 service and technical workers at St. Joseph's Petaluma Valley Hospital voted 78-13 to join NUHW.

### **REDWOOD MEMORIAL HOSPITAL**

Sixty service and technical workers at another Humboldt County St. Joseph facility, Redwood Memorial Hospital in Fortuna, voted 31-10 to join our union.

### **HAZEL HAWKINS MEMORIAL HOSPITAL**

One hundred service and technical workers at Hazel Hawkins Memorial Hospital joined NUHW by card check this year.

### **NOVATO HEALTHCARE CENTER**

On September 16, 140 workers at Novato Healthcare Center, a Brios-owned Marin County nursing home, filed for an election to join NUHW.

### ALTA BATES SUMMIT MEDICAL CENTER

On September 18, we filed for an election for 803 workers at Sutter Health’s Alta Bates Summit hospitals in Alameda County.

There are several other organizing campaigns that are in the early stages and have not been made public yet. Organizing staff in the last year have also helped out on contract campaigns at NUHW bargaining units throughout California.

### SETON MEDICAL CENTER AND SETON COASTSIDE

Meanwhile, 700 workers at Seton Medical Center in Daly City and Seton Coastside in Moss Beach are still waiting for the NLRB to certify their election a year and

the Seton administration decided to delay the process by filing 45 frivolous objections to the election. Eventually, enough of the challenged ballots were found ineligible to tip the election in NUHW’s favor, but SEIU appealed and the workers’ will was again thwarted as the case was tossed around between NLRB Region 20 in San Francisco and the DC headquarters.

The workers’ uncertain fate was compounded by the fact that both Seton facilities, along with five other Daughters of Charity hospitals, were put up for sale. SEIU was successful in derailing a sale to Prime, a national for-profit hospital chain, after which SEIU collaborated with Daughters to lay off hundreds of workers at the six hospitals, including workers at Seton, while continuing to extract dues from the remaining workers. Daughters of Charity has found a new potential buyer, BlueMountain Capital Management. The takeover is now pending approval by California Attorney General Kamala Harris.



half after they voted to leave SEIU and join NUHW. In March 2014, after an intense campaign, most of the ballots went NUHW’s way, but because it was a three-way race we had to not only get the most votes but also get more votes than both SEIU and No Union combined.

NUHW demanded that the fifteen challenged ballots be resolved immediately through the NLRB process, but SEIU and

**ORGANIZING DEPARTMENT**  
Alex Flores  
Audel Contreras  
Richard Draper  
Omari Averette

## RESEARCH

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

**Bargaining Support** — analyzing employers' finances, pension, health plans, and executive compensation, 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 healthcare and services to patients along with quality jobs for 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.

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

## KAISER PERMANENTE CARE DELAYED, CARE DENIED

In February of 2015, the California Department of Managed Health Care (DMHC) released a second investigatory report in response to NUHW's complaint, **Care Delayed, Care Denied**, regarding serious understaffing problems that deprive patients of timely and clinically appropriate care. The DMHC's report cited Kaiser for ongoing violations of California's timely access regulations and the California Mental Health Parity Act. The DMHC again ordered Kaiser to fix the problems and referred the matter for possible additional fines and legal sanctions. In 2013, the DMHC levied a \$4 million fine against Kaiser and ordered the HMO to "cease and desist" from violating patients' rights.

Working alongside clinicians during the past year, NUHW's Research Department...

- collected and presented hundreds of pages of evidence of Kaiser's ongoing violations to regulatory, enforcement, and accreditation agencies.
- worked with NUHW clinicians to deliver a briefing to mental health organizations at the National Press Club in Washington, DC. Participants included National Alliance on Mental Illness (NAMI), Mental Health America, American Association of Marriage and Family Therapists (AAMFT), the National Association of Social Workers (NASW),



NUHW members and supporters at a press conference in front of the Department of Managed Health Care in Sacramento in January.



The American Psychological Association Practice Central, DC Psychological Association, Suicide Prevention Resource Center, the Treatment Advocacy Center, National Coalition for Mental Health Recovery, and Peer Wellness & Recovery Services.

- coordinated with patients, advocacy organizations, legislators, attorneys, journalists, and others as part of NUHW’s efforts to improve Kaiser’s mental health services.

Our partners in these efforts include the National Alliance on Mental Illness, Courage Campaign, and Consumer Watchdog.

- provided support for NUHW’s outreach efforts to Kaiser patients, consumer organizations, legislators, and media during NUHW members’ week-long strike in January of 2015 as well as the remainder of the year.

**BARGAINING SUPPORT**

The Research Department 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.

**ACCOUNTABILITY**

We continue to work with Courage Campaign, Consumer Watchdog, and a dozen California chapters of the National Alliance on Mental Illness to hold Kaiser Permanente accountable to its patients, the public, and its employees.

**ST. JOSEPH HEALTH SYSTEM**

- Investigative Report: In May, the Research Department published an investigative report, **Uncompensated Care: How St. Joseph’s Low Wages Leave Caregivers Behind**, detailing SJHS’s substandard wages and their harmful impact on patients, hospital employees and family members. The report – which utilized data from a variety of public, private and governmental sources – also detailed the excessive profits and executive salaries at St. Joseph

Hospital Eureka and Redwood Memorial Hospital, which employ approximately 420 caregivers who are in first-contract negotiations with SJHS.

- On May 20, 2015, the Research Department's Van Nguyen presented the results of NUHW's investigation during a briefing for hospital employees, elected officials, journalists, community organizations, and others in Eureka.

- The Research Department provided a variety of support for our members' contract negotiations, including financial and costing analyses for Santa Rosa Memorial Hospital, Petaluma Valley Hospital, St. Joseph Hospital Eureka, and Redwood Memorial Hospital.

- Board Outreach in Humboldt County: The Research Department conducted research on individual board members to outreach for a lawn-sign community awareness campaign.

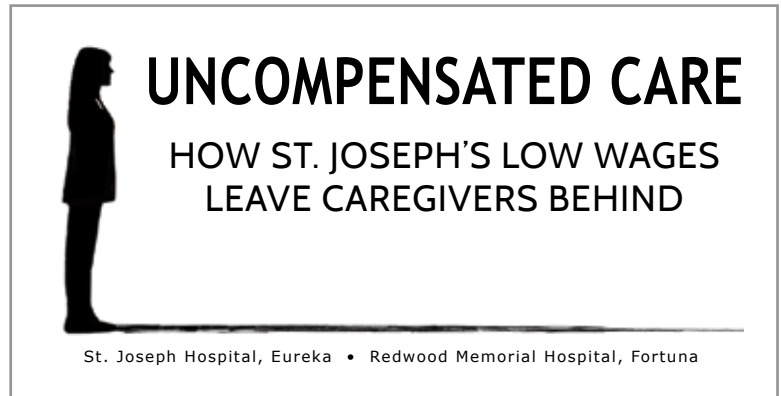
## **BARGAINING SUPPORT**

### **CALIFORNIA PACIFIC MEDICAL CENTER**

The Research Department provided a variety of support to assist our members' efforts to win a fair contract at San Francisco's largest hospital, including financial analyses, outreach to board members, issue analysis, and political/community outreach.

### **CORIZON HEALTH**

Researchers analyzed staffing data, county contracts, quality



performance data, government oversight records, litigation, and workforce data to evaluate the adequacy of staffing levels and patient services at this for-profit corporation, which provides healthcare to thousands of inmates at Alameda County's jail and detention facilities. Researchers also performed costing analyses of contract proposals during negotiations.

### **KINDRED HOSPITAL WESTMINSTER AND KINDRED HOSPITAL BREA**

Researchers performed financial and contract-costing analyses to assist members' first contract negotiations. In addition, researchers analyzed government inspection data and other records regarding the hospitals' operational performance and quality of care.

### **PROVIDENCE TARZANA MEDICAL CENTER**

Researchers performed financial, contract-costing, and wage-comparison analyses to assist members' contract negotiations.

### **KECK MEDICAL CENTER OF USC**

Researchers performed financial, contract-costing, and wage-comparison analyses to assist members' contract negotiations.

**MARIN GENERAL HOSPITAL**

Researchers performed financial, contract-costing, and wage-comparison analyses to assist members' first-time contract negotiations.

**SAN FRANCISCO NURSING CENTER**

Researchers performed a variety of work to assist members following the Providence Group's takeover of San Francisco Nursing Center in May of 2015. Work included analysis of health plans and finances, state licensure issues, government oversight records, strike support, and an accountability campaign.

**SAN RAFAEL HEALTHCARE AND WELLNESS CENTER**

Researchers performed a variety of work to assist members' first contract negotiations, including analyses of finances, government oversight records, and litigation as well as strike support and an accountability campaign.

**SALINAS VALLEY MEMORIAL HOSPITAL**

Researchers performed analyses of SVMH's finances and executive compensation practices to assist members' contract negotiations.

**SEQUOIAS PORTOLA VALLEY**

Researchers performed analyses of finances and executive compensation to assist members' contract negotiations.

**CHILDREN'S HOSPITAL OAKLAND**

Researchers performed wage comparisons to assist members' mid-contract discussions regarding pay equity.

**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.

**NEW ORGANIZING**

The Research Department provided a variety of research and legal assistance to healthcare workers who joined NUHW through government-supervised elections, including analyzing the proposed bidders for the Daughters of Charity Health System and presenting recommendations to the California Attorney General regarding proposed conditions to mitigate impacts on caregivers, patients, and communities. Approximately 700 employees at Seton Medical Center in Daly City and Seton Coastside in Moss Beach, which are operated by Daughters of Charity Health System, are awaiting the NLRB's final certification of their election to join NUHW.

The department is currently providing assistance to healthcare workers who seek to join NUHW at hospitals in both Southern and Northern California.

**RESEARCH DEPARTMENT**

Francisco Casique  
Fred Seavey  
Van Nguyen



## COMMUNICATIONS

NUHW's Communications Department delivers 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 works with members and staff to strategize for media outreach, contract campaigns, and strikes and pickets, and produces leaflets, mailers, emails, press releases, videos, design, photography, and various publications in addition to 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.

### MOBILE WEBSITE, NUHW PULSE E-NEWSLETTER

Last year we launched a total redesign of our website, and now we have a mobile version of the site to make it more easily accessible on phones and

tablets. The completion of our customized mobile website allowed us to finally re-launch NUHW Pulse, our union-wide newsletter, as an e-newsletter.

Each month, NUHW Pulse informs our members about what's going on in the union beyond their own bargaining unit. A summary version is also distributed as a leaflet and poster for facility bulletin boards. The e-newsletter is also distributed to our network of supporters, informing them about the issues, actions, and victories of NUHW members throughout California.

Members are encouraged to subscribe to NUHW Pulse via NUHW.org to stay posted on the latest news.

### SOCIAL MEDIA , "NO MORE KAISER SUICIDES"

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.

In addition, this year we launched a new social media campaign, **No More Kaiser Suicides**, in partnership with Courage Campaign and the East Bay chapter of the National Alliance

## NU|H|W PULSE

THE VOICE OF THE NATIONAL UNION OF HEALTHCARE WORKERS

Welcome to NUHW Pulse, our union's new e-newsletter. It has been a busy time for NUHW — our members have been bargaining and ratifying contracts, holding strikes and informational pickets, and continuing with efforts to hold Kaiser Permanente accountable to its mental health patients.



**Nine contracts ratified!**  
Members in nine NUHW bargaining units have ratified contracts so far in 2015. [Read more](#)



**On strike at San Rafael Healthcare and Wellness Center**  
Caregivers at the Brios-owned Marin County nursing home protest poor conditions for patients, workers. [Read more](#)



**Caregivers hold second strike at San Francisco Nursing Center**  
NUHW members protest new owner's drastic cuts to healthcare coverage. [Read more](#)



on Mental Illness. [Facebook.com/NoMoreKaiserSuicides](https://www.facebook.com/NoMoreKaiserSuicides) features facts, data, and patient stories that demonstrate the scope and impact of Kaiser Permanente's legal and ethical failures. In its first eight weeks, the page reached more than 60,000 viewers and attracted nearly 4,000 followers while raising awareness of the human cost of Kaiser's profit-driven model for mental healthcare.

#### NUHW IN THE NEWS

Our Communications Department works with members and staff to craft materials and develop media outreach strategies and works with journalists to secure coverage of issues that concern NUHW members. Since the founding of NUHW in 2009, we have established a strong reputation as a forthright and reliable source that helps journalists produce thoughtful, informed coverage.

We have had great success with media coverage in the past year. By placing picket lines in strategic media markets and mobilizing a team of leaders to act as spokespeople, we garnered unprecedented coverage of our weeklong statewide Kaiser strike in January. The strike and the issue of mental health parity was covered by hundreds of local radio, television, print, and digital media, as well as statewide and national media like the Los

Angeles Times, National Public Radio, CNN, The Nation, Politico, and the Associated Press, and even international media like Al Jazeera, The Guardian of London, and Canadian public television.

We also worked with local journalists to obtain favorable coverage of nursing home strikes at San Rafael Healthcare and Wellness Center and San Francisco Nursing Center. In addition, we've often provided our own media coverage by working with NUHW members, Courage Campaign members, and community groups to craft and place op-eds on a variety of issues in newspapers and websites throughout the state.

#### MEMBER INVOLVEMENT

Members are encouraged to take the initiative in developing ideas — for leaflets, mailers, or digital messages — to improve our communications. Social media give our members many opportunities to be an integral part of our communications mission. By sharing news on Facebook or Twitter, 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

Amy Shenkar  
Ed Herzog  
Jamie Horowitz  
Justin DeFreitas

## OPERATIONS AND FINANCE

Our Operations and Finance Department is responsible for the nuts and bolts that enable NUHW's work to grow and succeed. We handle all of the union's finances including budget development for the Executive Board so that they can make informed decisions. We make certain that the union is in compliance with state and federal regulations.

We process every member's dues payments and answer their questions about dues. We answer phones, order supplies, and produce contract booklets after negotiations have been completed.

We crunch data for organizing campaigns and in support of contract bargaining. We negotiate leases for our three offices — two in Northern California (Emeryville and Salinas) and one in Southern California (Glendale).

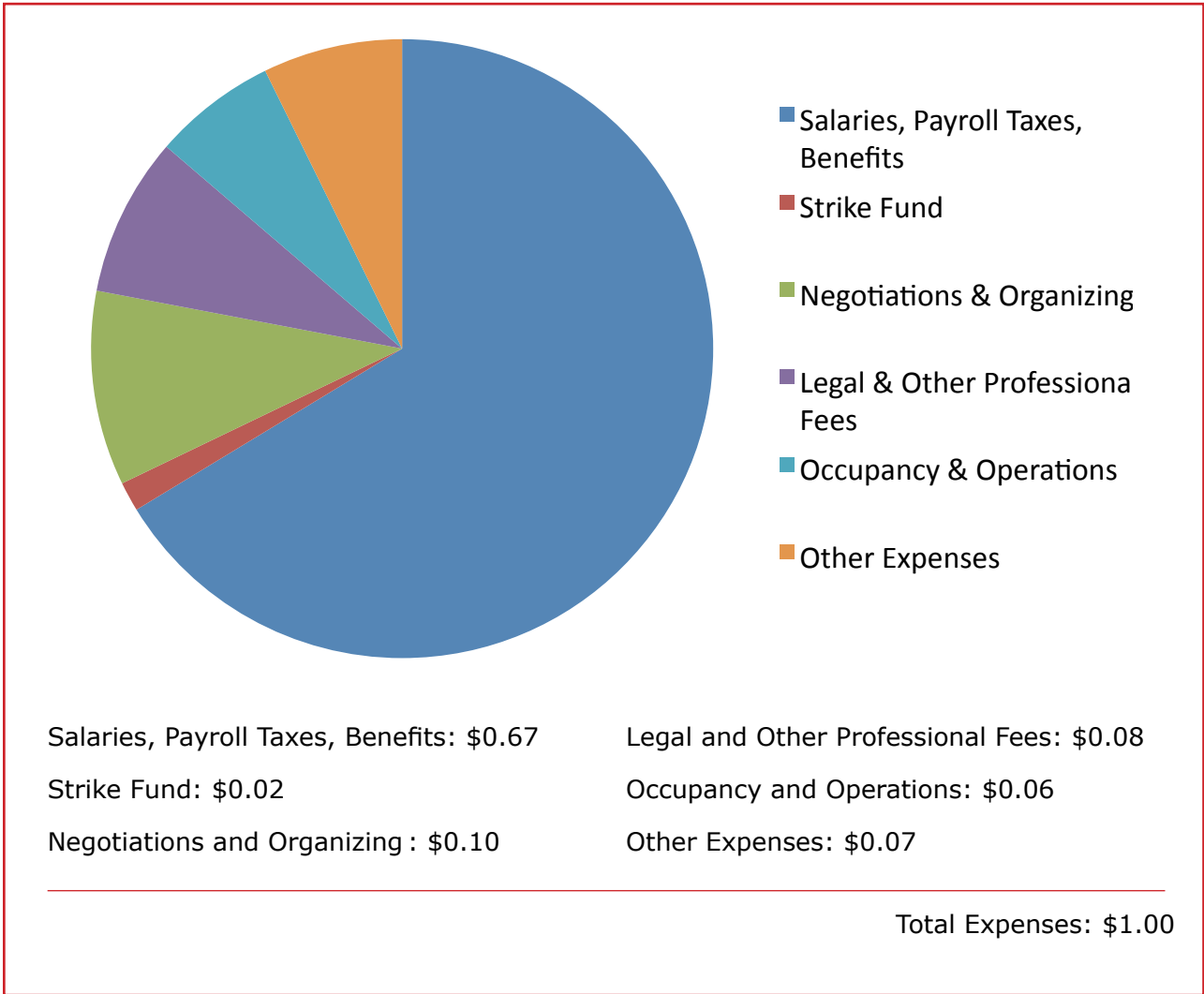
NUHW's staff currently consists of thirty-four people, most of whom are organizers, ably assisted by our Communications, Research, and Operations & Finance departments.

NUHW's budget is \$4.24 million with virtually all of our income coming from dues. As we settle more contracts, most importantly those at Kaiser, our revenue will increase, enabling us to take on more organizing campaigns and expand programs, including education and training programs for both members and staff.

About sixty-six percent of the union's budget is allocated for salaries, payroll taxes, and







benefits. As our revenue increases in 2016 we want to improve the compensation package for our staff so that we can continue to hire the best people to help build our union.

As required by our Constitution and Bylaws, we set aside \$1 per month from every dues payment we receive into our Strike Fund. The balance in the Strike Fund as of September 30, 2015 was \$110,660.

Our California COPE fund had a balance of \$10,999 as of September 30, and our Federal COPE fund balance was \$43,010.

**OPERATIONS AND FINANCE DEPARTMENT**  
 Ken Besst  
 Kristi Black  
 Phyllis Willett



NATIONAL UNION OF HEALTHCARE WORKERS

[NUHW.ORG](http://NUHW.ORG)