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LEADERSHIP CONFERENCE

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NATIONAL UNION OF HEALTHCARE WORKERS



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NURSES
ASSOCIATION



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OFFICERS' LETTER

OCTOBER 12, 2013

Dear NUHW Leader,

It has been over four years since our founding convention in 2009. In that short time, we are proud to report that collectively we have established NUHW as a highly successful, independent, progressive Union with the tenacity to stand up for healthcare workers and patients. Significantly, while organized labor continues to decline, NUHW is one of the few unions that continues to grow in size and strength. We're the fastest growing healthcare workers union in the country.

At the founding convention we collectively made a number of promises to each other. We promised that NUHW members would be empowered to lead a democratic union that stands up for both workers and patients. We promised not to give into the concessionary demands of hospital and nursing home CEOs. We promised to give non-union members and those trapped in undemocratic unions the opportunity to join NUHW. We promised that the future direction

of NUHW would be determined democratically by our members.

United in purpose, we have kept those promises. NUHW members ratified a new constitution that provides real rank-and-file, democratic decision-making. We have waged successful contract campaigns which have won improved standards for workers and patients. We have organized hundreds of non-union workers into NUHW, achieving first time contracts that include high standards for workers and patients. Indeed, our very public advocacy fights on behalf of patients at both Kaiser Permanente and Salinas Valley Memorial Hospital, in particular, have inspired non-union workers to join NUHW because of our established reputation for standing up for patients. We have continued to liberate hundreds of workers trapped in the undemocratic SEIU, with more elections to come. And, by a nearly unanimous vote of NUHW members, we have affiliated with the California Nurses Association to unite the power of both unions and to serve as the model union for healthcare workers across the country.

Together, we stand solidly in common cause with healthcare workers and patients. Our unity has already paid big dividends, setting the stage for further success.

This 2013 NUHW Leadership Conference will determine our priorities for the coming year. We invite you to add your voice and your vision in the important work of “Standing Up for Workers and Patients.”

Let’s keep fighting for our future.

In Unity,



Sal Rosselli
President
National Union of Healthcare Workers



John Borsos
Secretary-Treasurer
National Union of Healthcare Workers



HOSPITALS AND NURSING HOMES

For more than twenty years before the founding of NUHW, healthcare workers represented by SEIU Locals 250, 399, and 535, and ultimately United Healthcare Workers West, had a proven record of winning the best healthcare contracts in the country for both hospital and long-term care facilities.

Beginning with coordinated campaigns in the hospital division in the 1990s, by 2008 California healthcare workers were winning standards in the healthcare industry in a manner not seen in labor relations in this country since the emergence of industrial unions in the 1930s and 1940s. Because healthcare workers were willing to stand up for themselves and their patients (including taking massive strike action), the union industrial standards included: A real voice in staffing that allowed the union to co-determine staffing levels; fully employer-paid health insurance for workers, spouses, domestic partners and dependents; defined-benefit pension plans and retiree health insurance; a ban on subcontracting; job security provisions; and wage scales. And because the union was winning great standards for workers,

unorganized healthcare workers wanted to be part of our movement.

Unfortunately, this model of healthcare unionism—democratic, strategic, boundary-pushing, unafraid of militant tactics—clashed with the company unionism promoted by Andy Stern, Mary Kay Henry and other SEIU leaders.

After taking control of UHW away from the members by imposing a trusteeship in January 2009, SEIU wasted no time in retreating on the standards union members had fought decades to achieve. In fact, the first contract the SEIU trustees settled eliminated fully employer-paid health insurance at Alameda Hospital, and since then the concessions haven't stopped. Since trusteeship, SEIU has agreed to massive healthcare cuts, elimination of defined-benefit pensions, the rollback of employment and income security protections, two-tier benefits, wage freezes, and removal of staffing language.

Because of the SEIU takeover and concessions, thousands of healthcare workers petitioned to join NUHW. SEIU manipulated the National Labor Relations Board's processes to deny hospital and nursing home workers their chance to leave SEIU and join NUHW. After months, and sometimes years of delays, many workers finally got their chance to join NUHW. Others still have not had that opportunity.

Those healthcare workers who successfully joined NUHW found the world had changed. Employ-

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ers came to expect the SEIU concessions and they wanted more. As we fought to maintain our standards, SEIU continued to lower the bar, regurgitating the Employer's line that "in these tough economic times . . ." workers needed to give back, despite record corporate profits and dramatically increased salaries and benefits for administrators.



NUHW members have refused to surrender to this anti-worker, anti-patient corporate agenda. We have picketed and struck, engaged the public and elected officials and most importantly advocated for our patients. And, almost without exception, NUHW members have won at the bargaining table, winning contracts that protect and advance standards, rather than allowing them to be rolled back. While some of those fights continue, most notably at Kaiser and Children's Oakland, in other facilities NUHW has already negotiated second contracts. And our experience has proven what we always knew to be true, that when workers are

well-organized and prepared to fight, and strike if they have to, we can win.

SALINAS VALLEY MEMORIAL HOSPITAL

Emboldened by the cuts that SEIU was agreeing to all around them, SVMH's management entered into our 2011 contract negotiations demanding the elimination of our defined-benefit pension, reduction of health insurance benefits, cuts in paid time off, wage freezes and other cuts to our contract that totaled more than \$16 million in concessions, a reduction of more than 30% in wages and benefits. SVMH management demanded this while top executives were enjoying outrageous, and some would say criminal, salaries and pension benefits.

730 NUHW members launched a public campaign to stop the cuts and expose the corruption among the hospital's top leaders. Our campaign engaged political leaders, community members, the media and the state legislature. SVMH members held an informational picket and the first-ever strike at the facility. Our fight made national news and led to the resignation of the hospital's CEO. Faced with mounting public pressure and a second strike, SVMH agreed to a two-year contract that maintained our pension plan and all the protections of our previous contract, without a single takeaway, and included

yearly wage increases. After our victory, non-union pharmacists at the facility who had had their benefits cut joined our union and won their pensions back as well.

The follow-up negotiations in 2013 at Salinas Valley Memorial Hospital are the best example of what that fight meant for our union and the hospital. In an effort to avoid another public battle, SVMH management proposed a one-year contract extension with a wage increase. After just four bargaining sessions the hospital agreed to a two-year contract extension with 4.5% in wage increases and increased protections in the event of the sale of the hospital. The agreement was reached months before expiration.

KECK HOSPITAL OF USC

700 service and technical workers at Keck Hospital of USC defeated an aggressive anti-union campaign waged by both SEIU-UHW and the boss, and voted to join NUHW in May 2010. In the last few weeks of the campaign, SEIU dropped out and tried to convince employees to vote “no union.”

United with the hospital’s dietary employees who work for the subcontractor Sodexo and RNs in the CNA, Keck USC employees fought back against management’s attempts to make cuts in health insurance and other benefits. After a candlelight vigil, an informational picket and a strong one-day strike, NUHW members achieved a contract with no takeaways and wage increases between 9.75% and 33% over 3 years.

SODEXO DIETARY, KECK HOSPITAL OF USC

Like many hospitals, the dietary department at Keck USC is sub-contracted out to an outside company, Sodexo. Despite the fact that they technically have separate employers, dietary and hospital employees worked together both to win their elections and to win their first contracts as NUHW. Together with 700 Keck USC Hospital employees, Sodexo workers held pickets, a vigil and a one-day strike.

In June 2012, Sodexo employees at Keck 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 later achieved for some workers even after the contract was settled. Most significantly, Sodexo employees now have shop stewards and a union representative to work with on grievances rather than the 1-800 number they had when they were in SEIU’s Service Workers United.

PROVIDENCE TARZANA MEDICAL CENTER

While 550 healthcare workers at Providence Tarzana voted to drop SEIU-UHW for NUHW in July 2010, the RNs at the hospital continue to be





represented by SEIU's RN local, 121 RN. NUHW members found themselves in negotiations at the same time that SEIU 121RN was negotiating for 600 of their RN co-workers. SEIU quickly agreed to wage freezes for the RNs and contract language that gave the Employer the right to make changes in health insurance – the same as the hospital was demanding of NUHW members. After over a year of negotiations and an informational picket, NUHW members were able to beat back the wage freezes and achieve yearly pay increases. While health insurance remains a problem, NUHW members are laying the groundwork for 2015's negotiations by making sure we are well organized and prepared for the fight.

SAN FRANCISCO NURSING CENTER

Employees at San Francisco Nursing Center joined NUHW in December 2010. Despite SEIU agreeing to takeaways in benefits in the facilities owned by the same employer, NUHW members were able to beat back the takeaways that management was proposing and achieve higher wage increases. NUHW members were also able to replace the massively underfunded SEIU pension plan with a more stable retirement plan.

CALIFORNIA PACIFIC MEDICAL CENTER

Sutter Health's California Pacific Medical Center has long been one of our union's most anti-union employers, dating back to when our members were part of Local 250. For decades, workers have fought and won against CPMC administration. As CPMC workers waited for the National Labor Relations Board to schedule their election, SEIU agreed to a contract that limited the rights of per diem employees to be reclassified to full-time, restricted job bidding rights and required employees to pay monthly premiums for the PPO health plan.

CPMC employees were finally able to join NUHW in August 2011. Bargaining began with the CPMC Administration demanding that employees pay the full cost of the

PPO health plan, cap PTO accruals and eliminate the ban on sub-contracting. Looming over these negotiations was CPMC's plan to consolidate the work of 3 hospital locations to its planned Cathedral Hill site. NUHW, the CNA, and a broad coalition of community groups had been working for years to hold Sutter accountable to the community and its employees during this expansion. After over a year of bargaining, an informational picket and a strike authorization vote, CPMC agreed to a one-year contract that included wage increases, without a single takeaway, including no takeaways on health insurance or PTO, maintained the ban on sub-contracting and guaranteed jobs for NUHW members at the new site. Our contract also reversed SEIU's givebacks on job bidding and reclassification.

NUHW members continue to work with San Franciscans for

Healthcare, Housing, Jobs and Justice to hold CPMC accountable in its Cathedral Hill Project. We are currently preparing to re-enter contract negotiations. As always, we are preparing for a fight.

DOCTOR'S MEDICAL CENTER SAN PABLO

Doctor's Medical Center has long been the safety net hospital for West Contra Costa County. A massively underfunded public district hospital, Doctor's Medical Center has been kept open for decades due to the sacrifices and efforts of NUHW members. Our first contract as NUHW locked in the pay, benefits and workplace rights our members had won as local 250 and UHW. A year later we were able to achieve a wage increase retroactive to June 2011.

NUHW members have been negotiating our second contract at





DMC since July 2012. As always with DMC, the key issues are financial. DMC is projecting a loss of \$14 million dollars in 2013 and is desperately seeking an institution to partner with. In the fall of 2012, NUHW members held informational pickets and voted overwhelmingly to reject DMC's "final offer" – which would have included only minor wage increases in exchange for cuts in healthcare. While we understand the hospital's financial problems, we are making it clear to DMC Administration that the hospital's budget can no longer be balanced on the backs of healthcare workers.

CHILDREN'S HOSPITAL AND RESEARCH CENTER, OAKLAND

After years of struggle and two elections, 450 Children's Hospital employees joined NUHW in May 2012. We began negotiations with a goal of rolling back the health-care cuts that SEIU had agreed to and achieving wage increases and protections in the event of an affiliation with UCSF, which is in process now.

We have maintained our positions, despite management's attempts to expand its rights to make changes to health insurance

and working conditions while trying to limit the rights of union members to fight back under the contract. Our struggle at Children's Hospital and Research Center continues.

SANTA ROSA MEMORIAL HOSPITAL

In December 2009, workers at Santa Rosa Memorial Hospital completed a seven-year campaign to form a union by voting to join NUHW but their certification as a union was delayed by the NLRB for another full year. Once officially recognized as a union, NUHW members at Santa Rosa Memorial struggled to achieve a first-ever union contract for service and technical workers at the hospital. In April 2012, 600 NUHW members at SRMH achieved an initial contract that includes basic protections that many of us take for granted – job security, a grievance procedure, clearly defined benefits, seniority, and wage scales. The ratification of the Santa Rosa contract was the culmination of a nine-year struggle among Santa Rosa healthcare workers to win union representation, and is the subject of its own book by Adam Reich, *With God on Our Side*.

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 com-

pany. 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.



HAZEL HAWKINS MEMORIAL HOSPITAL

200 employees at Hazel Hawkins Memorial Hospital voted to leave SEIU for NUHW in June of 2012 and quickly went into contract negotiations on issues SEIU had ignored since the trusteeship. With just the threat of an informational picket, the hospital agreed to 13.5% in wage increases over a three-year contract, a first-ever ban on subcontracting and the right to arbitrate over staffing issues, an increase in the pension contribution, stronger job security language and other improvements. It is also worth noting that the Employer commented more than once that its willingness to agree to these improvements with us was based to a large extent on the contract campaign we had waged against Salinas Valley Memorial Hospital, the other major public district hospital on the Central Coast.

***NUHW
members at
Los Alamitos
went on
to win a
contract with
average wage
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23% over
three years.***

MISSION NEIGHBORHOOD HEALTH CENTER

This summer, 43 NUHW members at Mission Neighborhood Healthcare Center beat back some of the most anti-worker proposals that our Union has ever seen. After years without a contract in SEIU, MNHC employees voted to join NUHW in September 2012. MNHC administration opened up contract negotiations with a demand that all employees be “at will” – meaning they can be fired or laid off at any time, for anything or nothing at all. MNHC went on to demand that the affordable healthcare program be replaced with a voucher system and that employees receive no contribution to their retirement.

contribution retirement program to replace the underfunded SEIU plan.

ARAMARK HEALTHCARE — EVS, LOS ALAMITOS MEDICAL CENTER

Non-union subcontracted Environmental Service Workers at Los Alamitos Medical Center Aramark faced many obstacles in joining NUHW and achieving their contract. Despite the fact that they had never been part of SEIU, SEIU intervened to delay the election. After voting for NUHW in September 2009, EVS employees began a long contract campaign and held a picket line at the hospital. When Los Alamitos Medical Center switched subcontractors to Aramark, NUHW members were united in demanding recognition from their new employer.

Once we got recognition, NUHW members went on to win a good contract in October 2011 with average wage increases of 23% over three years and with 19% of that increase frontloaded in the first year.

SODEXO HOUSEKEEPING AND DIETARY UNITS AT LAKEWOOD MEDICAL CENTER

After overcoming a significant anti-union campaign by both management and SEIU, the subcontracted Housekeeping and Di-



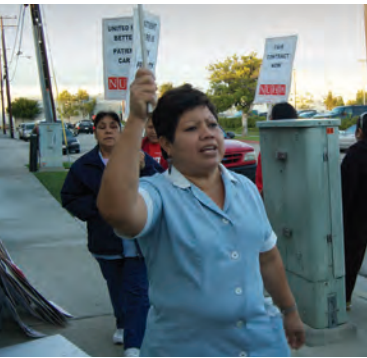
After an informational picket and strike authorization vote, and with the help of political allies, NUHW members got the employer to back down. We settled a contract that maintained all employee rights, kept the health insurance intact, included fair wage increases and provided for a new employer-paid defined

etary workers at Lakewood Medical Center left SEIU for NUHW in May 2010. While both groups of employees are employed by Sodexo, their employer refused to negotiate at one bargaining table so NUHW members coordinated their proposals and actions to win contracts that included a wage increase with a retro-pay bonus, paid release time for shop stewards, and a 5% reduction in the cost of health insurance for dietary employees to match the benefits provided to housekeeping employees.

NORTH AMERICAN HEALTHCARE INCORPORATED — WOODLAND NURSING AND REHABILITATION, UNIVERSITY SUB-ACUTE REHAB AND COTTON- WOOD POST-ACUTE REHAB

220 nursing home workers in North American's Sacramento area facilities joined NUHW in August 2011. In December 2012, NUHW members achieved a one-year contract with wage increases and protection of the





rights they had fought to achieve in previous contracts. Workers at the three facilities are now electing bargaining teams and deciding on priorities for negotiations as the contract will expire on December 31, 2013.

KINDRED HOSPITAL SAN FRANCISCO BAY AREA

Kindred Hospital employees voted to leave SEIU-UHW 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 and a ratification bonus, longer break periods, and a labor-management committee to address ongoing workplace concerns.

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.



KAISER DIVISION

Our relatively brief history, as NUHW members in Kaiser, has been one of great success and great disappointment, both immensely satisfying and incredibly challenging—a David and Goliath story and also a yet-to-be-finished struggle that gives real meaning to the expression: “Against all odds.”

Rising from a maliciously contrived and illegal trusteeship, workers and leaders created a new Union, NUHW. One of the earliest opportunities that NUHW had to have an NLRB supervised election was in Southern California in January of 2010 when we won elections between NUHW and SEIU by percentages in the high 80s and mid 90s for the Psych-Social workers (Mental Health Clinicians, RNs and Medical Social Workers), Health Care Professionals (Audiologists, Speech Pathologists, Health Educators and Registered Dietitians) and Los Angeles Medical Center (LAMC) Registered Nurses. Both Kaiser and SEIU were stunned by their defeat and our victory.

Soon thereafter, in a transparent effort to discredit NUHW and support SEIU, Kaiser notified NUHW that it would not honor for the

new NUHW members in Kaiser Southern California the 2% wage increase that was part of the existing Agreement. The protracted and difficult negotiations that followed, the slow NLRB process needed to rectify Kaiser’s illegal action, and the apparent loss of the 2% wage increase by the NUHW RNs, Psych-Social workers and Health Care Professionals contributed to an atmosphere of fear in the minds of Service and Tech Workers, many of whom wanted to leave SEIU and join NUHW.

NUHW was able to prevail and win the 2% increase with the Unfair Labor Practices charge it had filed but much too late to affect a Service and Tech election that took place in October of 2010. Indeed, after months of delay, the NLRB ultimately forced Kaiser to pay back the wage increase through a federal court order. But it was too late. SEIU had promoted the theme in the election that if workers voted for NUHW, it would mean the loss of benefits and wages. Kaiser by its actions supported that theme which gave SEIU license to literally run a campaign of intimidation, bullying and deceit. The election was lost. An unfair labor practices charge was filed and



an administrative law judge ruled that SEIU's conduct in the Service and Tech election was illegal, calling for a rerun of the election that would ultimately take place in May 2013 and that NUHW would also lose.



In the month following the first Service and Tech election, November 2010, elections were held with the Northern California IBHS, Optical and Medical Social Workers bargaining units. NUHW won both the IBHS and Optical elections and lost by a slim margin the Medical Social Workers' election.

Bargaining for the NUHW Kaiser workers has been extremely difficult. Prior to the SEIU/NUHW Service and Tech election, Kaiser proposed a host of concessions in bargaining, focusing mainly on benefits: retiree health, health plan, and pension. Kaiser virtually ignored our propos-

als regarding patient advocacy. These and other issues prompted a series of strikes.

The NUHW RNs at Kaiser Los Angeles Medical Center (LAMC) called the first and convincingly strong and enthusiastic strike in March of 2011. It was followed by a powerful strike of all NUHW Kaiser workers in Southern California in May of 2011. Two successful statewide strikes were called in September of 2011 and January 2012. The California Nurses Association joined in both statewide strikes. In the first-ever statewide Kaiser strike 4,500 NUHW members, 17,000 CNA RNs in Northern California, and hundreds of supportive Service and Tech workers in Northern California and Southern California made history by joining the picket lines and demonstrating their solidarity and commitment to the struggle.

CNA's involvement in the strikes took Kaiser



by surprise, since Kaiser believed settling a contract with the CNA that did not expire until 2014 would successfully take the CNA out of the picture. Kaiser was wrong. CNA saw that the concessions that NUHW was fighting were the same concessions that CNA was fighting with Kaiser's competitors. SEIU in each of its agreements with Kaiser's competitors had given up concession after concession. It was only a matter of time before Kaiser would demand the same concessions from CNA and all of Kaiser's unions, including a very compliant SEIU.

As bargaining dragged on, Kaiser unlawfully proposed last, best and final offers and asked that workers vote on these proposals. The offers cover only benefit issues and wages for the most part and ignore most other issues. Kaiser has insisted that it wants to continue to bargain over those issues not mentioned in the last, best and final offers but also even on the issues it does mention in the last, best and final.

The fact that they would ask workers to vote on an incomplete contract is preposterous and seems to be more an attempt on their part to confuse and pressure workers into giving in. Optical workers overwhelmingly voted down one of these offers in the spring of 2013 and we continue to bargain and reach tentative agreements, despite the fictitious last, best and final.

In the midst of our struggle, we have had to fight off a decertification by SEIU in the Optical unit earlier this year—an election that NUHW handily won, by a margin

substantially stronger than when Optical workers first voted to join NUHW in 2010. In LAMC a rump group loosely affiliated with the Teamsters and closely affiliated with the family of one of the RNs is attempting to decertify the NUHW. Not surprisingly, the Teamsters have very little support. NUHW RNs at LAMC continue to be united and, for the most part, see the self-serving and selfish motives of the few RNs who are leading the decertification attempt. No election has been scheduled.

Our work is not done. SEIU has created an environment at Kaiser where to ask questions is treason and to collaborate with the Employer to the detriment of workers is the highest form of achievement and partnership. Representation is non-existent which contributes to the Employer's feeling that he has license to do pretty much what he wants to do and workers' believing that they should just be thankful they have a job.





*While SEIU
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NUHW continues
to fight back.*

While SEIU lets Kaiser do what it wants, NUHW continues to fight back when Kaiser tries to rebalance, change job descriptions, reduce staff, etc. As a result, no NUHW member has been laid off. We are also holding Kaiser accountable to preserving the current wages, benefits and working conditions of our members. While SEIU has agreed to a cap on retiree health for all its members, NUHW members have no such cap.

Our work is challenging. The struggle is not over. We have shown Kaiser that we are a force that they must respect, and that we will continue to coordinate closely with the CNA in Northern California and Unite-HERE in Hawaii who believe in our vision of standing up for Kaiser workers and Kaiser patients.

CARE DELAYED, CARE DENIED

NUHW Clinicians in the Kaiser System for many years have raised concerns to their management regarding chronic understaffing and long delays for patient access to services. Clinicians, who care for a very vulnerable population with mental health conditions like autism, depression, bipolar disorder, chemical dependency et al., have been hampered in their ability to assist these Kaiser patients as medically required due to a lack of adequate staffing, frequently in violation of State regulations governing timely access.

Clinicians, over the years, have attempted to address these issues internally in the context of Kaiser Committees and interaction with Kaiser management. For the most part these efforts were ignored, or at best, were inadequate. As a result, NUHW Clinicians raised the issue of patient care in negotiations both in Northern California with IBHS management and in Southern California with Psych-Social management.

Since it appeared that Kaiser was ready to continue to ignore the years of attempted patient advocacy by Clinicians, NUHW members then conducted a union-wide survey of its members regarding the issue of “timely access” and “staffing.” NUHW is-

sued the results of that survey in the form of a white paper, “Care Delayed, Care Denied: Kaiser Permanente’s Failure to Provide Timely and Appropriate Mental Health Services.”



The report set forth in detail, with supporting data and facts, Kaiser’s longstanding deficiencies. While national press outlets like The Huffington Post as well

as patient care advocates welcomed the report, management greeted our Clinicians’ exhaustive and patient-centered work with either deafening silence or angry accusations that our concerns were not based in fact, were frivolous or simply a bargaining ploy.

With no acknowledgement on the part of Kaiser management that there were any problems at all that needed to be addressed, we filed a complaint with the Department of Managed Health Care in November 2011. The DMHC then began its investigation of our complaint. We learned soon that the process was neither simple nor expeditious. Even after many Clinicians gave personal testimony to State regulators and offered hundreds of pages of documents supporting our complaint, the DMHC clearly dragged its feet for months, apparently reluctant to issue its findings. NUHW members then began calling the head of the California Health and Human Resources demanding that the DMHC release the results of their investigation. The Courage Campaign did an online campaign to pressure the DMHC to issue its report. It was only after these actions that the DMHC finally issued its report in March 2013.

The violations described in the DMHC report validated all that NUHW Clinicians had been asserting regarding the lack of patient access to mental health services, despite the implausible denials by Kaiser. A few months later, the DMHC issued Kaiser a fine of four million dollars, which was the highest the agency had issued in its history for a violation regard-

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ing mental health services and the second highest for any violation. In addition, the violations were so severe that the DMHC is conducting a follow up investigation in October 2013 to determine if Kaiser has rectified the deficiencies.

As a side note, the regulator conducting the original DMHC investigation—mid-investigation—switched sides and began working for Kaiser. As a DMHC insider, she began advising Kaiser on how to interact with the DMHC. NUHW filed a complaint with the Fair Political Practices Commission in September 2013 with the possible result of the former regulator and now Kaiser employee being subject to fines and penalties.

As part of our efforts to force Kaiser to provide promised services to its plan members and to hold the corporation accountable to patients, NUHW filed a lawsuit in Sacramento to stop Kaiser from being included in the “Obama Care” Health Care Exchange until Kaiser could prove that it is providing adequate services to its current plan members prior to acquiring even more members who may then be denied care. The lawsuit is pending.

In an attempt to demean and ignore the patient-focused work of Clinicians to hold Kaiser accountable to the standards established

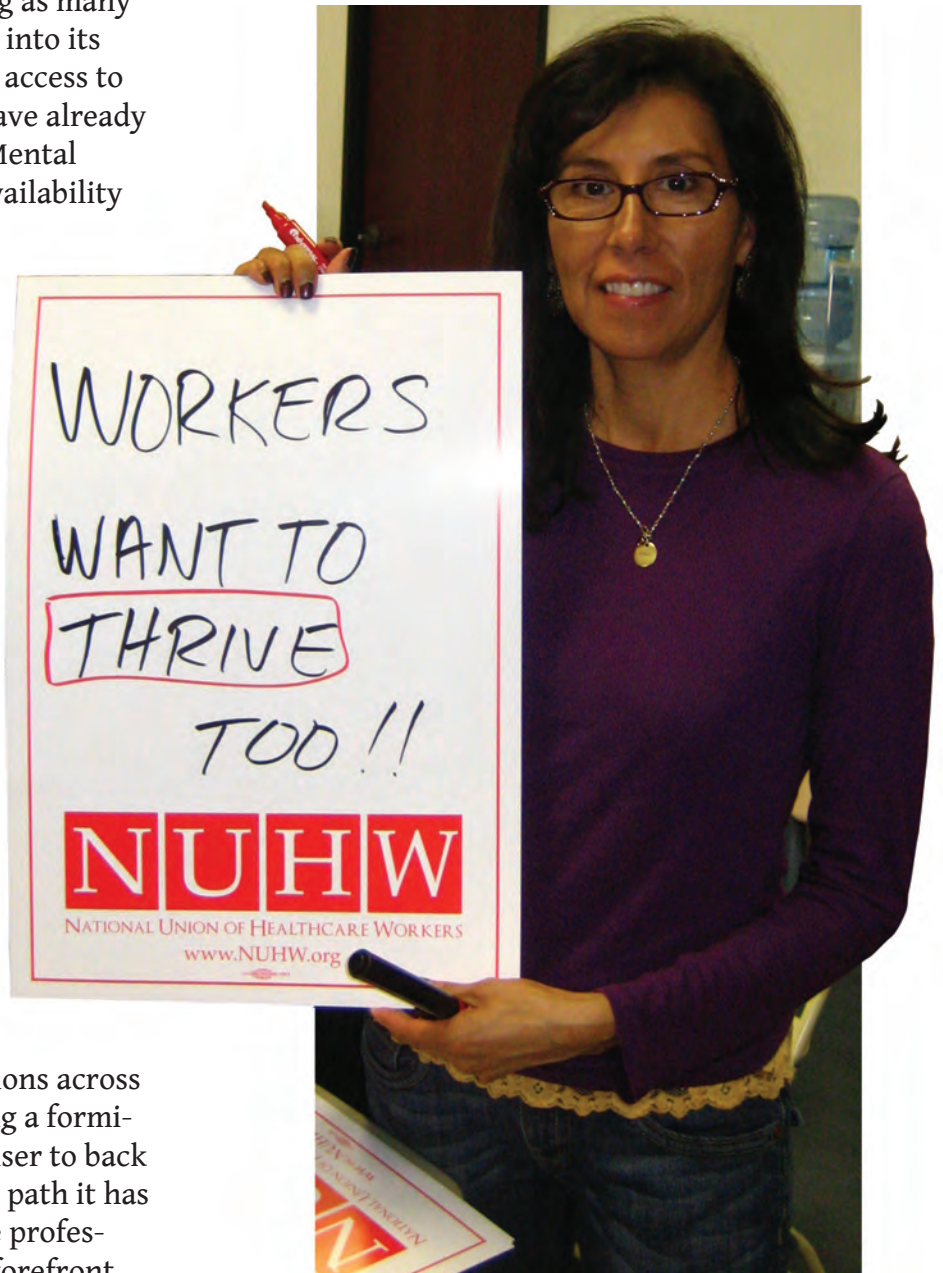
by State law, Kaiser recently sent a letter to Kaiser employees signed by the Northern and Southern California Presidents of Kaiser Foundation Hospitals (KFH) and Medical Groups (SCPMG and TPMG) calling our efforts a “corporate campaign.” The efforts of NUHW Clinicians will not be relegated to a thoughtless and self-serving definition by a management focused more on the business and profits than on caring for patients. We have raised the awareness of Kaiser mental health care deficiencies among patients, patient advocacy groups, legislators, professional organizations, and consumer groups, all of whom are participating in our ongoing struggle to make Kaiser accountable. In the process, patients continue to turn to NUHW for help, based on



our increasingly recognized role as a strong patient care advocate.

At its core, our struggle with Kaiser is centered on Kaiser's relentless pursuit of profits at the expense of patient care. Understanding Kaiser's business model is integral. As a pre-paid health insurance plan, Kaiser profits by enrolling as many healthy patients as it can into its system and then limiting access to the care these patients have already paid for. In the case of Mental Health, by limiting the availability of Clinicians to provide care, either in actual numbers or in expertise, e.g., bilingual proficiency, specialty, location-accessibility etc., Kaiser successfully restricts access to services. Exasperated by excessively long waits, patients, who may already be anxious about the sensitive nature of the care they are seeking, may give up and fail to receive treatment.

By uniting with the California Nurses Association and Unite HERE, as well as patient advocacy organizations across California, we are building a formidable force to compel Kaiser to back away from the disastrous path it has taken. NUHW healthcare professionals have been at the forefront of that fight and in the process are helping to establish NUHW's role as a leading organization among patient care advocates.



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 like SEIU, or leading healthcare workers to stand up and fight for themselves and for their patients, the fundamentals of that work is organizing: building a network of support and solidarity so that the strength of the 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.

DELAYS, EARLY VICTORIES AND DISAPPOINTMENTS

Within weeks of the founding of NUHW in January 2009, nearly 100,000 workers had petitioned to leave SEIU-UHW and join NUHW. To counter this exodus, SEIU, with the support of employers, used every means at its disposal to deprive workers of the right to vote. They did this through a gross manipulation of the National Labor Relations Board, the agency of the federal

government purportedly created to protect the right of workers to elect the union of their own choosing. In some cases, like Catholic Healthcare West, now Dignity Health, SEIU colluded with the employer to have the petition dismissed by the federal government, depriving workers of the right to vote. In other cases, SEIU again with the collusion of employers, manipulated the labor board to have elections delayed, in at least one case, Children's Hospital of Oakland, for more than three years after the petition was first filed. By law, the NLRB is supposed to schedule elections within forty-two days (42) after a petition is filed.

SEIU was less successful in delaying elections in the public sector, and in the first election between NUHW and SEIU in April 2009, workers at Doctors Medical Center, a public district hospital in San Pablo, voted overwhelmingly by a vote of 158 to 24 for NUHW.

The success in San Pablo set the stage for the first major showdown between us and SEIU among 10,000 homecare workers in Fresno in June 2009. Heavily under-resourced, we very narrowly lost the election to SEIU in a campaign where the California Public Employee Relations Board (PERB) found that SEIU-UHW staff and representatives engaged in "menacing and abusive behavior," including "kicking in a bargaining unit member's

screen door,” “threatening to physically assault” NUHW supporters and “engaged in a campaign of misrepresentation by falsely telling bargaining unit members that, as a consequence of voting for (NUHW) they would: (1) lose their health insurance . . . and/or (4) lose their jobs entirely.” Despite the findings, however, the board declined to order a re-run. The thug tactics used by SEIU in Fresno became a template for SEIU campaigns that followed.

AFTER UNCONSCIONABLE DELAYS, THE NLRB FINALLY BEGINS TO SCHEDULE ELECTIONS

After months of denying health-care workers the right to vote, officials with the National Labor Relations Board eventually dismissed SEIU’s frivolous blocking charges and delaying tactics and began to schedule elections. In December 2009, workers at Santa Rosa Memorial Hospital voted overwhelmingly for NUHW over SEIU (283 to 13 with 263 workers voting for “No Union”). Realizing they had no chance of winning, SEIU staff actively encouraged workers to vote “No Union” in a desperate move to prevent NUHW from winning.

One month later, in January 2010, workers at three Kaiser Permanente bargaining units in Southern California, including registered nurses at Los Angeles Medical Center, mental health clinicians and healthcare professionals, voted to join NUHW by a landslide. The RN vote was the most overwhelming: 746 for NUHW to 36 for SEIU.

Other victories continued, including more than 500 workers at Providence Tarzana Medical Center, nearly 700 workers at Keck USC University Hospital, more than 700 workers at Salinas Valley Memorial Hospital, as well as smaller units of subcontracted employees at Lakewood Regional and Keck USC. NUHW welcomed its first long-term care facility when workers at The Sequoias, an assisted living center in Portola Valley, voted to join.



These victories, particularly the landslide victories at Kaiser, set the stage for the next major showdown with SEIU, the election for 43,000 Kaiser service and technical employees.

KAISER SERVICE AND TECH, 2010

The Kaiser service and technical election in the summer and fall of 2010 was the largest NLRB election since the United

Despite the setback in Kaiser in 2010, NUHW continued to win representational elections.

Auto Workers organized the Ford Motor Company in 1941. Replicating the campaign of intimidation it ran in Fresno, this time aided and abetted by Kaiser Permanente, SEIU prevailed in a heavy-handed, unlawful election that was ultimately tossed out in an unprecedented decision by the NLRB. The lowlight in a campaign marred by illegal financial assistance from Kaiser to SEIU, verbal harassment and physical violence, was the attack by SEIU staff and supporters against co-founder of the United Farm Workers, Dolores Huerta. While campaigning for NUHW at Kaiser Modesto, Ms. Huerta was surrounded by a busload of SEIU staff and supporters, including one person who told her to “Go back to the fields, where you came from.”

DESPITE THE SETBACK, NUHW CONTINUES TO WIN

Despite the setback in Kaiser in 2010, NUHW continued to win representational elections, including winning elections for two additional bargaining units at Kaiser just weeks after the first service and technical election. In October 2010, NUHW decisively won an election for over 1100 mental health clinicians in Northern California and won a narrow victory among Kaiser Optical Workers. In a third election for Kaiser social workers in Northern California, NUHW lost by fewer than 10 votes out of more than 300 votes cast.

Victories at other nursing home facilities followed, including San Francisco Nursing Center, and three North American homes (Cottonwood, Woodland, and University Post-Acute).

Just as importantly, NUHW continued to win elections at hospitals and clinics—big and small—including Kindred Hospital in San Leandro; Sutter’s flagship hospital, California Pacific Medical Center in San Francisco; Hazel Hawkins Hospital in Hollister; and after a more than three-year delay, Children’s Hospital of Oakland. And for the first time, NUHW won elections outside the state of California, winning two elections in Michigan—a nursing



home, Luther Manor, in Saginaw, and a hospital, Hackley, in Muskegon—demonstrating that with resources, NUHW has the ability to build a national healthcare workers' movement.

Eventually, Mission Neighborhood Health Center in San Francisco would be added too.

KAISER SERVICE AND TECH, 2013

Aided by our recent affiliation with the California Nurses Association, NUHW-CNA mounted a strong campaign in the Kaiser re-run election held in April 2013. Joining together in January 2013, just three months before ballots were mailed out, NUHW-CNA still faced formidable obstacles. Despite ongoing unfair labor practices committed by Kaiser and SEIU that threatened workers who supported NUHW, the National Labor Relations Board took no steps to ensure that the re-run election would be held on an even playing field, although nobody expected the board to do much of anything. And just as it did in Round 1, Kaiser weighed in heavily on SEIU's side, allowing SEIU unfair access, discriminating against NUHW and generally making it understood that Kaiser preferred to deal with a more compliant SEIU than an independent NUHW-CNA.

In the end, NUHW-CNA was unable to prevail, although the number of NUHW supporters grew by nearly 2000 to over 13,000 voters out of 30,000 votes cast. Together with the 5000 Kaiser employees already represented by NUHW, along with



the 18,000 registered nurses represented by the CNA, the 36,000 NUHW-CNA supporters at Kaiser outnumber the Kaiser workers who have expressed support for SEIU. Just since ballots were counted in May, SEIU has undertaken a number of missteps, including allowing Kaiser to rescind its no cancellation policy and lay off hundreds of caregivers, joining with Kaiser to implement an invasive and controversial "wellness" program and significantly raising dues on SEIU members. SEIU's poor representation after the election continues to build support for NUHW, setting the stage for a potential Round 3 in 2015-16.

THE FIGHT TO BUILD A HEALTHCARE WORKERS' MOVEMENT CONTINUES

In recent months, NUHW has continued to grow and organize healthcare workers. In July 2013, radiology technologists at Marin General Hospital voted unanimously to affiliate their previously independent organization, Radiology Associates, with NUHW.

In addition, doctors and physicians at the Aids Healthcare Foundation based in Hollywood, with clinics throughout the state of California, have petitioned to join NUHW, as have registered nurses and healthcare workers at Corizon Prison Health Services in Alameda County, and nursing home workers at the 5th Avenue Home in San Rafael.

Additional campaigns include those still trapped in SEIU as well as joint organizing campaigns with the CNA of more than 500 unorganized workers.

With the labor movement on the verge of extinction, healthcare workers are continuing to seek out a union that has the experience and courage to stand up for healthcare workers and their patients. Virtually on a daily basis, we continue to get calls and emails from unorganized workers and others trapped in SEIU who want to join our movement.



RESEARCH

The Research Department is staffed by two researchers who conduct a variety of work in support of our union's membership. The Department's work falls primarily into four areas:

- *Accountability Campaigns* — helping to design and execute accountability campaigns for contracts and organizing campaigns.
- *Bargaining Support*—analyzing employers' finances, pensions and health plans, as well as preparing market studies of wages and conducting costing analyses of contract proposals.
- *Advocacy*—working with community organizations to advance our union's interests on healthcare and public issues.
- *Legal Assistance*—working with our union's outside attorneys to defend our members' rights.

The following are some of the Department's principal projects during the past few years.

KAISER PERMANENTE

- *Care Delayed, Care Denied.* In an effort led by NUHW's shop stewards, the Research De-

partment conducted an analysis of Kaiser's sub-standard mental health care that resulted in a \$4 million fine against Kaiser as well as a government order requiring Kaiser to improve mental health services for thousands of patients across California. The fine, issued by California's Department of Managed Health Care in June of 2013, is the second largest in the agency's history and received national press attention. In 2011, the Research Department conducted a statewide survey of NUHW's members that documented Kaiser's serious violations of patients' rights. NUHW published a 34-page study entitled "Care Delayed, Cared Denied: Kaiser Permanente's Failure to Provide Timely and Appropriate Mental Health Services" that details the violations and triggered the state's ongoing investigation and multi-million-dollar fine against Kaiser. The Research Department continues to work closely with NUHW's members, Kaiser's patients, and mental health advocacy organizations to force Kaiser to improve its services for vulnerable patients.

- *Bargaining Support.* The Department has conducted ongoing analyses of Kaiser's finances, pension plans, executive compensation practices and other support for NUHW mem-



bers' bargaining committees during the course of our members' negotiations with Kaiser, including research that discovered how Kaiser's top executives currently receive nine separate pension and retirement plans even as they attempt to eliminate caregivers' defined-benefit pension plan.

- **S&T Elections.** The Department provided a variety of support to S&T workers during their NLRB election campaigns in 2010 and 2013. During the first election, the

Department documented multiple legal violations committed by both Kaiser and SEIU, and then helped NUHW's attorneys to successfully overturn the election results during a months-long hearing in front of an administrative law judge.

SALINAS VALLEY MEMORIAL HOSPITAL

The Research Department provided a variety of assistance for NUHW members' successful campaign to stop the hospital's efforts to cut members' defined-

benefit pension, health insurance, and other benefits. In addition to providing bargaining support, the Department investigated the hospital's finances and executive compensation practices, which revealed that this publicly funded hospital was providing eight separate pension plans to its CEO and had given him a \$1 million "severance" package even though the CEO was still on the job. The scandal led to national print and TV news coverage, prompting the resignation of the CEO. NUHW filed complaints with state officials and backed legislative reforms that now prohibit publicly owned hospitals from lining CEOs' pockets with multiple pension plans.

CALIFORNIA PACIFIC MEDICAL CENTER

The Research Department provided a variety of technical and research support to a coalition of unions and community organizations, which waged a successful campaign to hold CPMC accountable to community needs during a redesign of San Francisco's largest hospital.

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:

- *Keck Medical Center of USC*
- *Santa Rosa Memorial Hospital*
- *Doctors Medical Center San Pablo*
- *Children's Hospital Oakland*
- *Providence Tarzana Medical*

Center

- *Hazel Hawkins Memorial Hospital*
- *Kindred Bay Area Medical Center*
- *Mission Neighborhood Health Center*
- *San Francisco Nursing Center*
- *Luther Manor Nursing Home (Saginaw, MI)*
- *Cottonwood Post-Acute Rehabilitation Center*
- *Woodland Nursing & Rehabilitation Center*
- *University Post-Acute Rehabilitation Center*
- *Sequoias Portola Valley*
- *Sodexo Dietary Staff at Keck Medical Center of USC*
- *Sodexo EVS Staff at Lakewood Regional Medical Center*
- *Sodexo Dietary Staff at Lakewood Regional Medical Center*
- *Aramark EVS Staff at Los Alamitos Medical Center*

NEW ORGANIZING

The Research Department also provided a variety of research and legal assistance to health-care workers who sought to join NUHW through government-supervised elections, including:

- *Seton Medical Center*
- *Alta Bates Summit Medical Center*
- *George L. Mee Memorial Hospital*
- *Piedmont Gardens*
- *Fifth Avenue Nursing Home*
- *Corizon Health / Prison Health Services – Alameda County*



COMMUNICATIONS

NUHW's Communications Department is key to delivering our message to both our members and the outside world. Our website and social media tools enable us to quickly 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.

WHAT WE DO

From assisting members in creating fliers for their own facilities to producing professional quality videos for news sources and member education, our Communications Department has the

responsibility for mailers, emails, press releases, videos, graphic design and photography. We're responsible for presenting the public face of our union while at the same time ensuring that our members are always kept informed and are leaders in the process.

NUHW IS IN THE NEWS!

Despite our relative newness on the scene, NUHW is often featured in national news articles based upon our growing reputation as the "go-to" source for commentary and opinion on important healthcare and labor issues throughout the country. We've been featured in the LA Times, Wall Street Journal, New York Times, Huffington Post, and on MSNBC, as well as progressive and labor publications such as In These Times, Labor Notes and The Nation. Our members have seen their struggles and successes front-page in many national publications. We now live in a 24-hour news cycle and our abil-



ity to get our achievements into the news continues to develop. We've had tremendous success in publicizing our growth and mission and we anticipate even more coverage through our contacts and our national network .



MEMBERS ARE THE KEY TO COMMUNICATIONS

The explosion in the use of social media has given our members the opportunity to be an integral part of our Communications mission. Whether sharing news on Facebook or Twitter, posting pictures on Instagram or videos on YouTube, communications between NUHW and workers, as well as member-to-member is now truly

a two-way street. Member-led and moderated Facebook groups, text groups and member-generated email have been vital to our ability to share news and developments.

THE FUTURE IS EXCITING!

As we continue to grow and utilize the ever-changing media scene, our commitment to sharing the achievements and message of our members to the outside world is both challenging and rewarding. Soon we'll be launching a total redesign of our website in order to make it even more user-friendly and informative. We're facing a busy future—organizing drives, contract campaigns, developments in healthcare policy, political action—and our Communications Department is up to the task!



POLITICS

With the relentless finger-pointing and partisan gridlock in Washington these days, many are turned off by politics. But a healthcare workers' union doesn't have that luxury. Politics is fundamentally important to healthcare workers because so much of our industry is shaped by political decisions on a national, state and local level, including funding, access, patient care standards, staffing and other regulatory oversight. Also, some NUHW members are employed by public or public district hospitals, governed by elected politicians, so workers have an opportunity to elect or defeat their bosses at the ballot box.

Because we are young, NUHW is just beginning to develop our capacity for a comprehensive political program and we have won some important victories largely through the political involvement of our members.

NUHW AND SAN FRANCISCO GRASSROOTS COMMUNITY GROUPS UNITED TO FIGHT SUTTER'S CALIFORNIA PACIFIC MEDICAL CENTER

In 2009, NUHW united with several grassroots organizations in San Francisco and the California Nurses Association to hold CPMC accountable at the bargaining table and accountable to all San Franciscans for jobs, healthcare and overall justice. This coalition

is now known as San Franciscans for Healthcare, Housing and Jobs and Justice. Our coalition fought the largest hospital corporation in Northern California and won an unprecedented agreement that provides for approximately \$80 million in community benefits for housing, jobs, transportation and neighborhood improvements, as well as a guarantee to take care of San Francisco's most vulnerable residents.

NUHW's leadership and member action in this endeavor was invaluable. NUHW leaders and frontline caregivers attended and testified at several hearings, attended rallies, and met with community groups and elected officials on a regular basis. With NUHW leading the way, our coalition partners are standing firm and continue to work with us to hold CPMC accountable. This relationship will continue to be reciprocated once we begin bargaining with CPMC again later this year.

SALINAS VALLEY MEMORIAL HOSPITAL

As a public district hospital, the board of directors at SVMH is elected and therefore more accountable to healthcare workers, patients and the community. When SVMH management declared war on its caregivers, NUHW responded with a comprehensive political accountability campaign, exposing the conflict

of interest among hospital administrators and several board members. Through NUHW media and political outreach efforts, Assemblymember Luis Alejo played an active role in bringing to light a number of questionable business practices which initiated an audit of the hospital by the state legislature.

Making extensive use of the California Public Records Act, NUHW's accountability campaign forced the resignation of the long-time CEO and further exposed a number of shady business dealings of several board members and the new CEO. NUHW members picketed board members businesses, testified in public hearings and worked in coalition with other community allies to campaign to change how

the board was elected.

NUHW actions eventually led to the passage of two new laws introduced by Assemblymember Alejo that require greater accountability on the part of public district hospitals.

CHILDREN'S HOSPITAL OAKLAND

CHO is currently demanding anti-union contract language including unacceptable management rights. Since Children's is very dependent on state and federal dollars, the support of elected leaders is relevant to our campaign. Through the activity of our members, the East Bay



The East Bay congressional and California Senate/Assembly delegations are demanding that Children's Hospital drop their anti-union proposals.

congressional and California Senate/Assembly delegations are demanding that CHO drop their anti-union proposals.

THE FIGHT FOR PATIENT CARE AT KAISER

Our Kaiser contract campaign has gained the support of dozens of elected leaders throughout the state who walked our picket lines and urged Kaiser executives to drop their takeaways and provide adequate staffing. Perhaps most notably, NUHW-endorsed candidate Mayor Eric Garcetti of Los Angeles personally reached out to Kaiser President Ben Chu in support of our fair contract demands. As detailed in our research report, here the role of mental health clinicians in standing up as patient advocates has forced the Department of Managed Health Care, a regulatory agency of the state, to address the deficiencies in Kaiser's patient care delivery model. This advocacy work has drawn national press attention and led to a \$4 million fine against Kaiser, the second largest fine in DMHC history.

In addition, we're working with allies like Unite HERE, the United Food and Commercial Workers and the Courage Campaign to encourage the governor to sign SB 746 introduced by Senator Mark Leno, a bill that would require Kaiser to be more transparent when it tries to justify rate hikes.



MISSION NEIGHBORHOOD HEALTH

MNH is a San Francisco clinic dependent on county funds. In response to management's unjust demands, SF Supervisor David Campos intervened and mediated a settlement that included wage increases and pension improvements while maintaining contract standards.

COMMITTEE ON POLITICAL EDUCATION — COPE

The only way for unions to have resources for federal candidates and issue elections is through voluntary contributions from members - not dues dollars. NUHW's vehicle is the Committee on Political Education. Since our birth, members have contributed thousands of dollars to COPE through voluntary payroll deduction.



2014 CANDIDATE ELECTIONS

Next year the entire California Assembly and a third of the Senate are up for election along with dozens of mayoral and local government seats. Where there is member interest, NUHW will establish regional member committees to interview candidates and vote on endorsements and NUHW's involvement in upcoming elections.

HEALTHCARE FOR ALL

Since the late eighties, NUHW leaders have been on the forefront of making healthcare a human

right. While Obamacare is a step in that direction, so much more needs to be done. NUHW is a member of The Campaign for a Healthy California - a coalition of organizations, including the California Nurses Association, committed to building and broadening a grassroots movement to replace private health insurance with guaranteed healthcare for all Californians. The coalition will be doing legislative work in 2014 and perhaps sponsoring a statewide ballot initiative in 2016 to accomplish our longtime goal.



FINANCE AND SUPPORT

WE OVERCAME PAST CHALLENGES

Healthcare workers' vision of a union that was democratically controlled by healthcare workers with the commitment to stand up for workers and patients served as a bold challenge to employers and their company union, SEIU. With the assistance of healthcare employers, SEIU manipulated the ineffectual National Labor Relations Board and the California Public Employee Relations Board in an attempt to deny workers their right to vote for the union of their choice. SEIU's attacks did not end there. They sued NUHW and its leaders for \$25 million, in a thinly-veiled, but completely failed, effort to put NUHW out of business. And when those attacks weren't successful, they resorted to acts of physical intimidation against NUHW leaders and rank-and-file supporters.

Despite this adversity, however, NUHW has blossomed in defiance of those who have repeatedly announced our demise. After four years, financially we are now stronger than we ever have been.

SUPPORT FROM ALLIES AND OTHER UNIONS

Our success in our first four years would not have been possible without the financial support of allies who share our vision of building a democratic member-

led healthcare union. Within months of NUHW being formed, the California Nurses Association (CNA) provided a two million dollar loan. This support was matched in 2012 by the International Association of Machinists who provided a loan of \$2.3 million as we were preparing for the 2013 Kaiser election. Unite HERE, the hotel workers' union, provided nearly \$4 million in support, including posting a \$1 million bond in response to the SEIU lawsuit, relieving NUHW members from this burden. Our recent affiliation with the California Nurses Association enabled us to mount a competitive, though ultimately unsuccessful campaign to represent 45,000 service and technical workers at Kaiser Permanente, a campaign financed almost exclusively through the financial support of the CNA. The generosity of our allies is the clearest indication that an NUHW-led healthcare workers' movement is one worth investing in and supporting. Their help was crucial and is a testament to



their leaders' confidence in our ability to succeed and continue to make a significant impact on re-energizing the largely moribund labor movement.

Fortunately, with our success in winning contracts and by establishing a stable and secure dues base, NUHW now has the independent financial standing necessary to carry out our vision of building a national healthcare workers' movement.

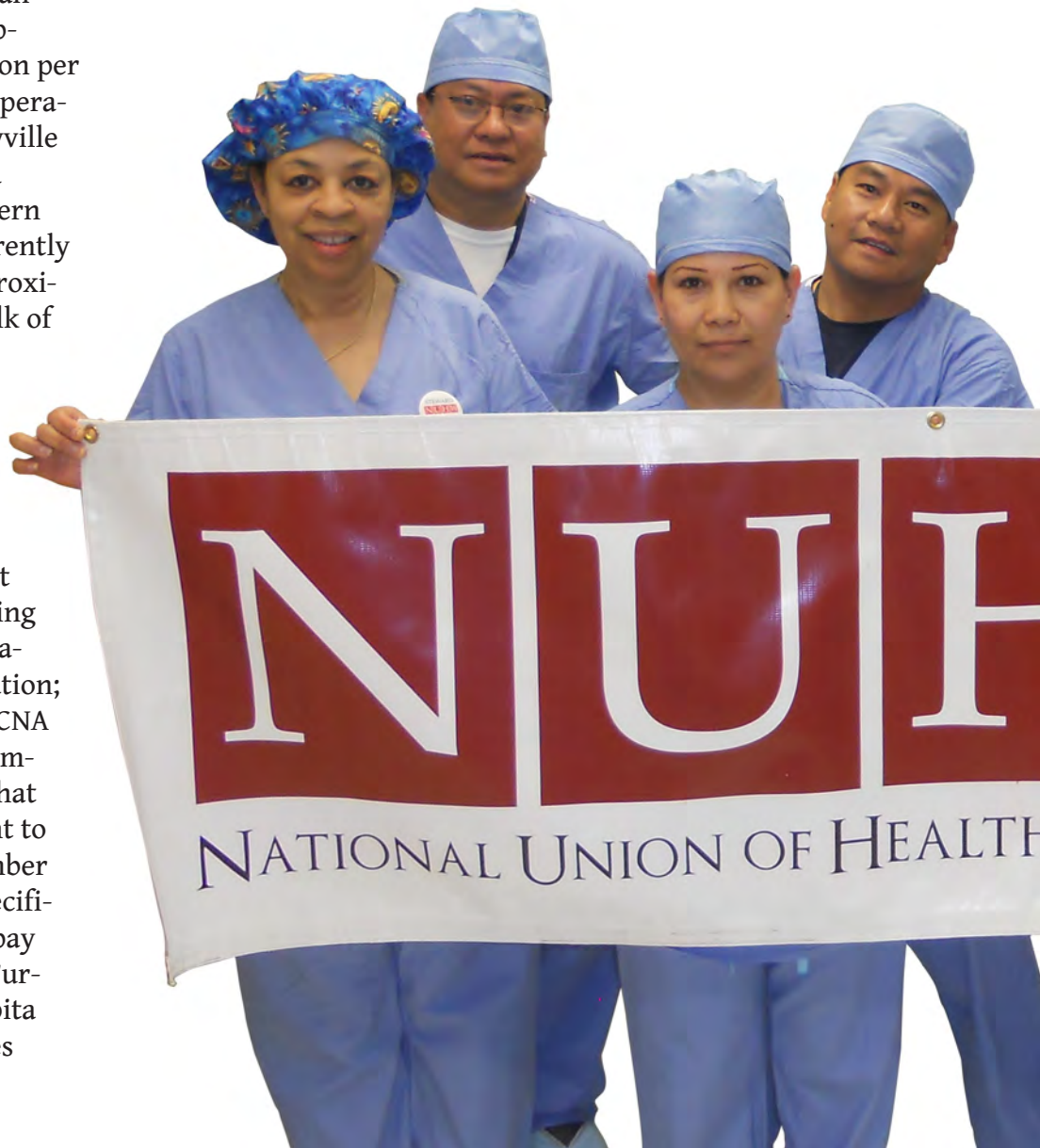
OPERATING EXPENSES

Currently, NUHW has an operating budget of approximately \$4.2 million per year. With two fully operational offices in Emeryville in Northern California and Glendale in Southern California, NUHW currently employs a staff of approximately thirty. The bulk of the Union's expenses (approximately 60%) are spent on the salaries, benefits, and working expenses of the staff. Additional expenses include: rent and the cost of operating the offices; communications; legal representation; and affiliation fees to CNA and the AFL-CIO. It's important to note here that the per capita payment to the CNA is \$5 per member per month and it's specifically designated to repay the loan to the CNA. Furthermore, this per capita is taken out of the dues

that members currently pay and does not and will not require an increase in anyone's dues.

PROJECTED REVENUES

The current NUHW income is approximately \$4.2 million per year, with virtually all of that income derived from NUHW members. Over sixty percent of that amount is the result of dues that are paid through the collective bargaining agreements, with the balance paid through the donations of individual



members who are not yet covered by a contract. Settlement of contracts of Kaiser Permanente and Children's Hospital of Oakland will increase revenues to NUHW significantly.

THE NUHW STRIKE FUND

One of the highest priorities expressed by NUHW members when the Union was founded was the need to create a strong strike fund. The amount contributed to the NUHW strike fund is \$1

per member per month. This month, the strike fund will exceed \$100,000 and will continue to grow as NUHW gets larger and stronger.

FUTURE GOALS

With our largest financial challenges behind us, we are positioned to ensure the financial viability and growth of NUHW. A financially strong NUHW means we will be able to win great contracts for NUHW members and provide the strong representation and membership education that healthcare workers fully deserve. A strong NUHW also means the ability to continue to organize the unorganized and liberate healthcare workers trapped in SEIU.

For over four years, NUHW staff has endured enormous financial sacrifices in order to make our Union successful. With the necessary resources, we will also be able to retain and recruit the brightest, most dedicated and capable staff in the labor movement and continue to build the movement we all envisioned when NUHW was formed.





NUHW
NATIONAL UNION OF HEALTHCARE WORKERS



CALIFORNIA
NURSES
ASSOCIATION