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*Copy Joyce*  
*Secret*  
*Sent 12-10-01*  
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Recruitment Services  
 4141 Geary Boulevard, Suite 223  
 San Francisco, CA 94118

September 2001

Dear Colleague,

Several months ago I wrote inviting you to become part of our team at Kaiser Permanente and many of you inquired about our opportunities. Since that time, we have researched many issues surrounding the present nursing situation and we have listened to your concerns. We now believe we have even stronger reasons for you to consider Kaiser Permanente as the Employer of choice. If you are already a Kaiser Registered Nurse, you know how rewarding it is working at Kaiser Permanente and thank you for your commitment to patient care.

Recently, Kaiser Permanente announced its support of licensed staff ratios on the medical-surgical units of 1 RN to 4 patients, and on Step-Down Units 1 RN to 3 patients. We believe that moving toward these goals will provide enhanced patient care and a more satisfactory and rewarding work environment for nurses. Kaiser Permanente registered nurses will receive wage increases totaling 14% over the next year. This action was taken because we value our nursing staff and believed it was imperative to provide increases that would make our salaries competitive with others in the community.

Kaiser Permanente also has invested in the future of its nursing staff by creating innovative educational opportunities such as distance learning education, including videoconferencing and internet technologies, to provide RN to BSN and BSN to MSN advanced degrees. In addition, we offer training programs in Medical-Surgical nursing and specialty programs in Critical Care, Emergency Medicine, Maternal/Child Health and Intensive Care Nursery.

As the Patient Care Leader for Kaiser Permanente's Golden Gate Service Area (South San Francisco, San Francisco, San Rafael and Santa Rosa), I am excited about these additional enhancements to employment at our medical centers and believe they will offer the opportunity to build on the rich tradition of providing quality care to our members. At Kaiser Permanente, we believe our dedication to our patients, to ourselves and to future nurses will create an environment where patient care is recognized as a core value.

Please accept my invitation to join our team as we create a preferred future for our nurses. We have an excellent benefit package including medical, dental and vision coverage, retirement and company contribution to savings plans. In addition, a potential opportunity for a sign-on bonus. If you would like to be a part of this future, please contact our Nurse Recruiters in South San Francisco 650.742.3142; San Francisco 415.833.2555; San Rafael 415.444.2005; and Santa Rosa 707.571.3360 or fax your resume to: 415.833.4734, or E-mail at Yaneth.Ungo@KP.org. EEO/AA/M/F/D/V Employer.

Sincerely,

Linda Groah RN MS FAAN

Patient Care Leader - Golden Gate Service Area

**FOR IMMEDIATE RELEASE**

July 19, 2001

**CALIFORNIA NEWS BUREAU**

Northern California

Contact: Tom Debley (510) 987-3291

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**KAISER PERMANENTE BACKS UNION PROPOSAL  
TO INCREASE NURSE STAFFING STANDARDS**

With the goals of drawing nurses back into the profession and improving outcomes for all California patients, Kaiser Permanente has informed the California Department of Health Services (DHS) of their endorsement of union-proposed staffing standards which will improve nurse-patient ratios in every California hospital.

This the first time that a major hospital employer has endorsed nurse-patient staffing ratios.

The proposed ratios were submitted to DHS by the United Nurses Association of California (UNAC) and the Service Employees International Union (SEIU) Nurses Alliance. The standards call for employers to provide at least one nurse for every four patients on medical-surgical units. The DHS will specify mandated nurse staffing ratios to be implemented in all California hospitals by January 1, 2002.

The endorsement of the proposal is made possible through a unique Labor-Management Partnership between Kaiser Permanente and the 26 local unions in the Coalition of Kaiser Permanente Unions, AFL-CIO.

"Through our labor-management partnership, we have given top priority to listening to the people who deliver the care," explained Kaiser Permanente President Richard Pettingill. "These standards, proposed by our nurses, and based on extensive research and consultation with thousands of Kaiser Permanente nurses across the state, represent a critical step in providing the quality care all Californians have a right to expect when they are hospitalized."

"These ratios, along with our aggressive efforts to address the nursing shortage, will allow Kaiser Permanente and our union partners to create an environment that will encourage more people to join the nursing profession and invite former nurses back to the bedside," he said.

Kaiser Permanente decided to back the ratio proposal following discussions with partner unions. "The goal of the labor-management Partnership is to make Kaiser Permanente the best place to work and the best place to get care – and we believe we'll do this by listening to the people who deliver the care. This proposal is a great example of the partnership at work," said Pettingill.

Kaiser Permanente, California, is a prepaid, group health practice maintenance organization serving more than 6.1 million members throughout the state. More than 7,000 Permanente medical group physicians in both The Permanente Medical Group (TPMG) in Northern California and the Southern California Permanente Medical Group (SCPMG), as well as 55,300 Kaiser Foundation Health Plan and Hospitals employees, provide care to Health Plan members. There are 28 major medical centers organized into 13 service areas throughout California.

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**KAISER  
PERMANENTE**

California Division  
Public Affairs / Media Relations

### Proposed Nurse Staffing Ratios (as of Jul 11-01)

| Unit Name                                              | UNAC / SEIU Nurse Alliance                    | California Hospital Association | California Nurses Association | UC Hospitals (Actual)* |
|--------------------------------------------------------|-----------------------------------------------|---------------------------------|-------------------------------|------------------------|
| Critical Care / ICU (already established per Title 22) | 1:2                                           | 1:2                             | 1:2                           | 1:2                    |
| Neonatal ICU (already established per Title 22)        | 1:2                                           | 1:2                             | 1:2                           | 1:2                    |
| Intermediate Care / Continuing Care Nursery            | 1:4                                           | 1:6                             | No proposal                   | 1:4                    |
| Perinatal Services                                     |                                               |                                 |                               |                        |
| Labor & Delivery                                       | 1:2                                           | 1:3                             | 1:1                           | 1:3                    |
| Antepartum                                             | 1:3                                           | No proposal                     | No proposal                   | No designation         |
| Postpartum                                             | 1:6 (3 couplets)                              | 1:8 (4 couplets)                | 1:5                           | 1:10 (5 couplets)      |
| Well-Baby Nursery                                      | 1:6                                           | 1:8                             | 1:5                           | 1:8                    |
| Postanesthesia (PACU)                                  | 1:2                                           | 1:3                             | 1:2                           | 1:3                    |
| Emergency Department                                   | Trauma 1:1<br>Critical care 1:2<br>Visits 1:3 | 1:6                             | 1:3                           | Varies by the hour     |
| Operating Room                                         | 1:1                                           | 1:1                             | 1:1                           | 1:1                    |
| Pediatrics                                             | 1:3                                           | 1:6                             | 1:3                           | 1:5                    |
| Stepdown                                               | 1:3                                           | 1:6                             | 1:3                           | 1:4                    |
| Telemetry                                              | 1:3                                           | 1:10                            | 1:3                           | Day 1:6<br>Night 1:7   |
| Medical / Surgical                                     | 1:4                                           | 1:10                            | 1:3                           | Day 1:6<br>Nights 1:7  |
| Rehabilitation                                         | 1:5                                           |                                 |                               | N/A                    |
| Psychiatry                                             | 1:5                                           | 1:12                            | 1:4                           | Age-specific           |

\*These are actual staffing ratios; they do not constitute a proposal.