



THE COMMITTEE FOR RECOGNITION OF
NURSING ACHIEVEMENT

Nurses Standing Strong
For Our Patients
For Each Other

CONTINGENCY MANUAL

April 2022

The CRONA Executive Board and Negotiation Team will strive to secure contracts that will reflect the values of CRONA's members, strengthen the nursing profession, and uphold quality patient care.

2022 CRONA Negotiation Team:

LPCH:

Colleen Borges (CRONA President)	Bass Center – Hematology/Oncology/Stem Cell
Eileen Pachkofsky (CRONA LPCH Vice President)	Bass Center – Hematology/Oncology/Stem Cell
Vanessa Brewer	Intermediate Care Nursery
Kathleen Casey	Neonatal ICU - Sequoia
Rachel Gratz-Beken	Bass Center – Hematology/Oncology/Stem Cell
Amy Krehbiel	Neonatal Intensive Care Unit
Chiyieko Sankus	Bass Center Float Team
Fred Taleghani	Pediatric Critical Care Transport
Stacy Rusterholtz (alternate)	Bass Center – Hematology/Oncology/Stem Cell

SHC:

Kathy Stormberg (CRONA SHC Vice President)	Imaging Services (Radiology)
Jackie Campbell	Outpatient Center (Redwood City) Per-procedure/Recovery
Sarah Moraga	AAU J7 Cardiology/Pulmonary Medicine
Mark O’Neill	AAU M7 Cardiology/Vascular Surgery
Kimberley Reed	ICU J2 Cardiovascular Intensive Care Unit
Annamarie Varo	Clinical Advice Services
Helina Yilma	AAU J6 Cardiothoracic/Vascular/Lung Transplant
Janelle Simpson (alternate)	Nursing Float

2019 – 2022 CRONA Executive Board:

Colleen Borges	President
Kathy Stormberg	Vice President (SHC)
Eileen Pachkofsky	Vice President (LPCH)
Annamarie Varo	Secretary
Jolivette Enriquez	Treasurer
Kimberley Reed	Legislative Representative
Bonnie Balfour	Nurse Advocate
Christi Decena	Nurse Advocate
Geralyn Martinez	Nurse Advocate
Nancy Uschersohn	Nurse Advocate

CRONA Associate Nurse Advocates:

Charon Brown
David Hernandez
Mike Weiland

We will continue working hard to obtain contracts that are fair and acceptable to the membership, and to prevent the need for a strike. If a strike is called, we will continue to bargain in good faith and do what we can to resolve the issues and get everyone back to work. Every CRONA Nurse has a role in supporting the negotiations process. We accomplish so much more when we are strong and united!

Points to Remember

1. The likely alternative to a strike would be to accept contracts that do not provide the wages, benefits, and working conditions that Nurses need.
2. No strike has ever been won without some degree of sacrifice – financial, physical, psychological.
3. CRONA has not announced the length of any strike. However, we cannot expect that a strike will be short.
4. Every member will be expected to be available for strike duty of one kind or another – picketing and/or other duties.
5. The hospitals will apply many kinds of subtle and overt pressure to undermine the morale and strength of CRONA Nurses. Notify CRONA immediately if you observe anything like the following:
 - a. Managers asking you if you will be available to work during a strike period; in other words, will you be willing to cross the picket line. Say “No!”
 - b. Management encouraging members to resign from CRONA; this weakens CRONA and harms your friends and coworkers on the picket line.
 - c. Hospital representatives sending personal letter to employees and their spouses.
 - d. Increased hiring of traveler nurses, including hiring nurses specifically to be scabs and strikebreakers
 - e. Managers asking to meet with individual members in their offices.
 - f. Orchestrated back-to-work movements.
 - g. Administrators refusing to administer COBRA coverage or making it more difficult.
 - h. Hospital representatives (including security) taking photographs of the picket lines.
6. Every member should make a plan and prepare for at least six (6) weeks to three (3) months of a strike.

Alternative Employment During A Strike

During a strike, we will expect nurses to join the picket line – but we also encourage every nurse to seek temporary employment through registries or other employers on a per diem basis. This is where we can all help each other. Many nurses already have such employment; if you know of open positions, share the information with CRONA and your coworkers and friends.

In previous strikes, the hospitals were not able to care for their normal volume and acuity of patients, and patients were admitted to other local hospitals. These other hospitals experienced a temporary patient surge and were happy to hire CRONA Nurses to help them handle the extra load; even if these employers are not currently hiring, it is likely they will do so if a strike starts.

There is a list of potential employers on the Negotiations 2022 section of the CRONA website; the list is extensive, but it is not comprehensive and there may be additional employers we should add. Be sure to share any additional employers you discover, so every nurse who wants temporary employment is able to find it.

Nurses applying for jobs have reported being asked for the following:

- current immunization (including COVID-19 vaccination) information
- documentation of most recent TB testing
- copy of recent performance evaluation in lieu of references
- documentation of length of experience for salary negotiation
- current BLS/ACLS/PALS and other applicable certifications
- RN licensure

If you have not already obtained this information, DO IT BEFORE A STRIKE STARTS; you will not have access to Occupational Health or hospital email systems during a strike. There may be a wait in Occupational Health as thousands of CRONA Nurses ask for information - start gathering your documentation as soon as possible.

Please do not enlist with any agency that allows their nurses to cross picket lines, or accept assignments to an institution where nurses are on strike!

Press and the Media

Sometimes the media will solicit comments from the membership that can be taken out of context or can be used by the hospitals against CRONA. Refer all media questions and inquiries to the CRONA Executive Board. Tell any enquiring media to email crona@crona.org or call the office at (650) 366-0156.

If you are approached by media while picketing, refer them to the Strike Lead. The Strike Lead will be able to refer media inquiries to the CRONA Board. There will be an assigned Strike Lead for every day of picketing.

Rules of Conduct During a Strike

1. **No picketing activity unless authorized by the CRONA Board.** The CRONA Board will coordinate authorized strike activity.
2. **Do not work at any Stanford Health Care or Lucile Packard Children's Hospital facility where CRONA Nurses are employed.** If CRONA agrees to provide staffing to cover critical needs in the hospital(s), the CRONA Board will specifically designate those nurses.
3. **Members who cross the picket line will no longer be in good standing and will be subject to a fine.** Crossing the picket line hurts every CRONA Nurse on the picket line.
4. **No information to the media.** Direct media inquiries during picketing to the Strike Lead; direct other media inquiries to the CRONA Board – at crona@crona.org or office phone number (650) 366-0156.

Guidelines for Picketing

1. Wear comfortable shoes.
2. Be mindful of the weather – wear hat/sunscreen, check the weather in case of rain.
3. Keeping up positive morale is everyone's responsibility. Keep smiling, and let's support each other!
4. Do not argue with anyone. If harassed, notify your Strike Lead immediately. If approached by hospital administration, be friendly but do not discuss issues. Refer questions to the Strike Lead and/or CRONA Board. Email crona@crona.org, office phone 650-366-0156.
5. The CRONA Board and Strike Committee will designate areas for picketing. Make sure not to block traffic or prevent people from entering or leaving. Do not block the street. Observe traffic signals. Do not enter the hospitals.
6. Pack your trash. If you bring it, be prepared to take it home with you.
7. If approached by the news media for pictures, permit this if you do not object personally. Do not consent to be interviewed. Refer all questions to the Strike Lead or CRONA Board, email crona@crona.org, office phone 650-366-0156.
8. Children are allowed to picket with their parents. Keep a careful watch so they are safe and do not become distressed with the time their parent needs to picket.
9. Friends and family members of CRONA Nurses are welcome to participate in picketing. They must be accompanied by a CRONA Nurse and agree to follow these Guidelines and the Rules

of Conduct. It is the responsibility of the CRONA Nurse who brings friends and family to ensure rules and guidelines are followed.

10. No animals are allowed.
11. There will be a daily headquarters or designated point of contact in the area where everyone will report to pick up signs in the beginning of the picketing and turn them in at the end of the picketing. We will be utilizing a QR code for picketing to ensure participation.
12. Wear your CRONA t-shirts and CRONA blue as often as possible when picketing.
13. CRONA Strike Leads will have signs for you to carry while picketing. Make sure to pick up a sign when you arrive and turn it back in when you finish for the day.
14. If you wish to make your own sign that is allowed; however, messaging on signs should be appropriate. The daily Strike Lead will make final decision on appropriate wording of signs.
15. There will be bottled water available for picketers.

What To Tell The Public

If hospital visitors or other members of the public question you, here are some helpful statements to be prepared to give:

1. We care for our patients and the community, but we need the hospitals to support us.
2. We care about nursing and believe nursing should be sustainable.
3. Stanford relies on nurses to provide the world-class care it is known for. It is time for Stanford to give nurses the wages and benefits they deserve.

Care Of Patients During A Strike

The hospitals make contingency plans during contract negotiations. They receive at least ten days' notice of intent to strike from CRONA. They will make arrangements to move patients to other facilities or reduce patient census as they deem fit. They hire staffing companies that bring in scab nurses to provide patient care during a strike. The hospitals are responsible for verifying that these nurses are competent to care for the hospitals' patients.

In the 2000 strike, after nurses had been striking for more than a week, the hospitals asked CRONA to assist in specific areas. CRONA made an agreement with the hospitals to care for patients in some units where the hospitals did not have enough nurses to replace CRONA nurses, for as long as care was required, but those CRONA nurses were selected by the CRONA Board and sent into the hospitals wearing black armbands to indicate that they were not crossing the picket line.

Ending The Strike

The CRONA Negotiation Team and CRONA Board will be prepared to continue bargaining even during the strike. The hospitals may delay negotiations while they prepare for the strike, but they have an obligation to bargain in good faith. When there is an agreement, the membership will be notified and asked to vote to ratify the Tentative Agreement. The agreement would also include the terms under which CRONA Nurses return to work, including returning all Nurses to their previous positions.

Current Traveler Nurses During A Strike

Some travelers have provisions in their contracts that specify they do not have to work in a facility where nurses are on strike. Many travelers also have provisions in their contracts that allow them to break their contracts without penalties if they feel working conditions are unsafe. During a strike, current travelers will likely be the most experienced nurses on the unit (except for the managers), and asked to be preceptors to incoming scab nurses or to be charge nurses. You may suggest to travelers that they check their contracts for these provisions, and to consider the additional responsibilities they may be asked to assume during a strike.

Frequently Asked Questions About A Strike

Who determines whether or not there will be a strike?

The CRONA membership. CRONA's Bylaws call for a 2/3 vote (or 66.6%) of the membership to pass a strike vote. If you do not vote, it is a "No" vote.

Who decides whether to have a strike vote?

The CRONA Executive Board, with input from the Negotiations Teams, decides to call a strike vote if the Board determines that the negotiations are not making significant progress.

When would a strike begin?

If the CRONA membership votes to authorize a strike, then a strike could begin ten (10) days after the CRONA Executive Board issues a formal strike notice to the hospitals.

Why call a strike?

Like you, the CRONA Board and the Negotiating Teams are committed to caring for our patients. We are not eager to strike. If management will agree to a contract that includes the wages,

benefits, and working conditions we need to recruit and retain world-class Nurses and combat chronic understaffing, we will not need to strike. But in the long run, we feel more harm will be done to our patients if real progress is not made to address the issues on the table, including providing a competitive compensation and retiree medical benefits package; safe staffing provisions; addressing the current crisis in critical care units; and improved access to mental health care. We have tried to resolve these issues at the bargaining table. A collective action is the strongest statement that we can make.

Who will care for the patients while I am on strike?

If the CRONA membership votes to authorize a strike and the Executive Board delivers a strike notice to the hospitals, the hospitals will have at least ten (10) days before a strike begins to address patient care. CRONA's Executive Board will also offer to meet with the hospitals to discuss staffing the nursing units, but there is no guarantee that the hospitals will accept our offer.

You may also work as a traveler/registry nurse at other hospitals, to which many of your patients may well be transferred.

Will there be a picket line this time if we strike?

Yes. We will need to hand out information to the other employees and the community explaining our issues. Dates, times, and locations for picketing

Can I be fired for striking?

No. You can only be fired for misconduct on the picket line, i.e., violence or threats of violence. The hospital can permanently replace you, but CRONA will insist that an amnesty agreement covering the return of all CRONA Nurses be part of any settlement that is made. CRONA will insist that this will include the return of Nurses to their units, shifts and commitments.

I am a new hire and in the trial period. Can I strike?

Yes. CRONA will insist that an amnesty agreement covering the return of all CRONA Nurses be part of any settlement that is made, including Nurses in their trial period.

Can management lock us out if we strike?

Yes. Management has the right to lock employees out, just as we have the right to strike. However, a lockout cannot be selective and they would have to lock out all of the CRONA Nurses – more than 5,000 across both hospitals.

What can I do in the meantime before a strike?

Show management that we are united. Wear your CRONA buttons and badge reels, and use CRONA stickers on your reusable drink containers. Use your CRONA pens. Read the flyers that are posted on your unit CRONA bulletin board. Attend the CRONA meetings. Sign up with the nurse registries and/or apply for a per diem job at other hospitals.

To prepare for a possible strike, you should ensure you have copies of your recent performance evaluations and obtain your immunization and TB testing records from Occupational

Health. (Occupational Health at occhealth@stanfordhealthcare.org. Main hospitals: 650-723-5922. Redwood City: 650-721-7316.)

At LPCH, you can access your BLS/ACLS card by: (1) logging in to your AccessHR account; (2) clicking on Professional Profile; (3) clicking on Basic Life Support – Edit/View or Advanced Cardiovascular Life Support – Edit/View; and (4) copying and pasting the URL provided next to “certificate license details” into a new web browser tab. LPCH Nurses, make sure you complete your quarterly RQI checkoff to ensure you are up-to-date when we return from a strike. SHC Nurses should have copies of their ACLS/BLS certification cards.

Can I cash out my PTO to support myself during the strike?

No. PTO can only be cashed out upon termination of employment.

I am currently on disability leave. Will I still be covered if we are on strike?

Yes. The hospitals will not have any say over any insurance that is covered by the State such as State Disability Insurance (SDI).

What about short-term disability (STD), long term disability insurance (LTD), Accidental Death and Life Insurance?

You will need to pay your own premiums. Call these companies so they can bill you directly:

1. Questions about Leaves of Absence – The Hartford (replaced Matrix as of 4/1/2019), <https://abilityadvantage.thehartford.com>, SHC: 800-524-8504, LPCH: 866-432-6721
2. Short and Long Term Disability (existing cases from before January 1, 2019) – Liberty Mutual, libertymutual.com, 800-320-7585 (under the umbrella of Lincoln Financial Group)
3. Short and Long Disability (cases after January 1, 2019) – The Hartford, <https://abilityadvantage.thehartford.com>, SHC: 800-524-8504, LPCH: 866-432-6721
4. Life Insurance or Accidental Death/Dismemberment - The Hartford, <https://abilityadvantage.thehartford.com>, SHC: 866-547-4205, LPCH 866-432-6721

What about worker’s compensation?

If you are eligible for worker’s compensation payments, the hospitals cannot withhold payments because worker’s compensation is required by the State.

What happens to maternity leave status if we strike?

If you are already on an approved leave when a strike begins, your leave should not be affected. If you have a child during the strike, you should remain eligible for State Disability Insurance (SDI) and Paid Family Leave (PFL). These are state programs that the hospitals do not control.

What will I do about medical benefits?

If you work one day in a month, your current medical insurance is effective through the end of that month.

If a strike lasts beyond the end of the month in which it begins and the hospitals discontinue medical coverage, you will have the option to pay for continued coverage. Under the federal COBRA law, you can purchase medical benefits for up to 18 months at the employer's group rate. You can call VITA, the hospitals' administrator of COBRA, at 650-810-1480 or 844-231-5331. More information can be obtained from www.vitacompanies.com.

If you currently are covered by a health plan through SHC or LPCH and you have the option of joining a spouse's health insurance plan, being on strike beyond the end of the month the strike begins should count as a "qualifying event" that should allow you to be added to your spouse's plan. Ask the administrator of your spouse's plan how to be added to that plan.

Does using PTO or taking an "A" day count as working one day in the month for purposes of health coverage?

The answer depends on an interpretation of the medical plan documents. CRONA would argue that using approved PTO or an "A" day during the month should entitle you to health insurance coverage through the end of the month, but CRONA cannot guarantee that the medical plans would be interpreted this way.

I have pre-approved PTO during the strike. Will I receive my pay for this time?

Pre-approved PTO that starts before or after the strike can be canceled only if this cancellation policy is applied to all CRONA-represented Nurses. In most circumstances, such a policy would also have to be applied to management, support and ancillary personnel, and other departments. CRONA will file unfair labor practice charges if such a policy change is applied in a discriminatory manner.

Will I be paid for pre-approved education hours?

Like pre-approved PTO, pre-approved education hours can be canceled only if this policy is also applied to all CRONA-represented Nurses, and in most circumstances, to other employees including management, support and ancillary personnel, and other departments. CRONA will file unfair labor practice charges if such a policy change is applied in a discriminatory manner.

I need to earn a full paycheck. What can I do?

All the registries will be very excited to hear that so many nurses would be looking for work. We have posted on the CRONA website and distributed lists of registries and hospitals. Jobs are available. We can work!

Will I qualify for unemployment benefits during a strike?

No. Being on strike does not qualify you for unemployment benefits.

Will I qualify for unemployment benefits if the hospital locks us out before a strike date?

Yes. Call the California Unemployment Office: 1-800-300-5616.

Can I schedule a vacation day or use a sick day on the day a strike is scheduled to begin?

No.

What happens if I am on medical leave on the strike day?

Your leave continues.

Can I work at UCSF or other hospitals during a strike?

Yes, if they are not on strike.

Should I work at SHC or LPCH through the registry during a strike?

NO! Any time you cross the picket line, you prolong the strike. You will hurt your friends and your co-workers, and yourself, by crossing the picket line to prolong the strike.

What happens if a CRONA member crosses the picket line?

Crossing the picket line weakens CRONA and will have adverse effects on our ability to represent you now and in the future.

In accordance with our CRONA Bylaws, crossing the picket line is grounds for discipline. Discipline can be in the form of monetary sanctions, suspensions, and/or expulsion from membership.

Can I go to a required training class (e.g., PALS, ACLS) at the CE Center during a strike?

If CRONA has not established a picket line at the CE center and the training does not involve providing any direct patient care, then you can attend a class at the CE Center during a strike. Crossing a picket line during a strike is grounds for discipline under CRONA's Bylaws. If you are unsure about attending a particular class, or engaging in any other activity during a strike, ask us directly at crona@crona.org.

Our pay period will end after a strike starts. How will we get our pay checks?

Direct deposit paychecks should still be deposited. You may have to go to the hospital for the purpose of collecting your pay check if you receive a paper paycheck. Or you can ask that your check be mailed to you or sign up for direct deposit, if you don't already use direct deposit.

Do I need to inform my manager of my intent to strike?

No. Just show up at the picket line, if a strike is called! Your manager will ask you if you will be available to work during a strike. *Say NO.* This is one tactic that is used to divide the membership.

I am working the shift immediately prior to the start of a strike. What should I do?

Finish your shift and report off to any supervisor on your unit. Remember, the hospital will have had at least ten (10) days to prepare for the strike.

I am scheduled to work the shift when a strike starts. What should I do?

If a strike is called, we will be giving you information closer to the time of the strike.

The hospital states that I can resign from CRONA. Is this true?

Yes. You can choose to become a service fee member, but you will still pay approximately the same amount and you will have no voting privileges. This is a technique managers may use to convince you to weaken all of CRONA by crossing the picket line when we are on strike.

What happens if I resign from CRONA or lose my membership because I cross a picket line?

You will be a non-member and still pay approximately the same fees as members. As a non-member, you will not be able to vote, run for office, or receive a CRONA scholarship.

Can I rejoin CRONA?

If you resign or lose your membership, you may apply for reinstatement after fulfilling all obligations set by the CRONA Executive Board. The CRONA Executive Board decides whether or not it is in the interest of CRONA and its members to reinstate your membership. Monetary sanctions or a reinstatement fee may also apply.

I'm scheduled for jury duty. If I get called to report to the courthouse and get selected to serve on a jury, will I get paid for the hours I spend in the courthouse now that our contracts have expired? What if we go on strike?

Although our contracts have expired, the hospitals must maintain the "status quo" as we continue bargaining for new contracts. That means the hospitals should continue to follow the rules that apply to paid jury time under Sections 21 and 15.14.8 of the SHC contract and Sections 20 and 14.13.9 of the LPCH contract. In general, those rules require the hospitals to pay for time you are required to spend physically in the courthouse waiting to be called or serving on a jury when you would normally be scheduled to work. If you are serving on a jury when a strike begins, your jury service should continue, and you should continue to be paid for jury service time under these same rules for days you were scheduled to work. If you are scheduled to report to jury service for the first time after a strike begins, you can serve on the jury, and you can contact CRONA to discuss how the jury service pay rules may apply to your situation.

Will my Caltrain Go Pass and VTA SmartPass still be valid during a strike?

Yes, these transit passes are valid for the full calendar year.

See: <https://transportation.stanford.edu/caltrain-go-pass-vta-smartpass-and-ac-transit-easypass-renew-automatically>.

Will my parking pass still be valid?

Yes, being on strike will not affect a parking permit you already purchased.

See the crona.org website for the most recently updated FAQ.

#CRONAStrong