



**EXECUTIVE COUNCIL RESPONSE**

**TEAM:** Employer of Choice

**CHAIR:** Sara Grethlein, M.D.

**EC SPONSOR:** Wanda Thompson, Ph.D.

**RECOMMENDATION NO: 1**

**Date:** October 1, 2007

**Development of innovative employee recognition program(s) with emphasis on campus-wide inclusion. (Responsibility: Human Resources)**

**FORM COMPLETED BY:**

**Eric Frost – Human Resources**

**Megan Chase – Human Resources**

**Additional staff:**

**Jim Legault – Clinical Practice Analysis**

**Paul Grover – College of Medicine**

**Margaret Bourke – Public Relations**

**RESPONSE STRATEGY:**

**Establishment of a recognition coordinator position and/or office is needed to coordinate and facilitate recognition programs and celebration events throughout the year. (6-12 months)**

**This position/office will be charged with the following:**

**Review current programs (6 months):**

- **Identify and evaluate current and former employee recognition programs at Upstate Medical University, to include summary of current program costs**
- **Develop survey tool to assess staff desire in terms of recognition and analyze data to help design and create recognition programs**
- **Explore employee recognition programs offered by the State of New York and Research Foundation of SUNY**
- **Evaluate best practices within SUNY and peer institutions ( i.e. Baptist Healthcare, Stonybrook, Downstate, University of Buffalo, University Health System Consortium, etc.)**
- **Evaluate current Employee Recognition Policy, E02, for possible revision. Policy should incorporate ways individual departments can successfully communicate to**

their members, and recognize them for outstanding work.

**Develop program(s) for Upstate ( 6 months):**

- Identify employee recognition programs that will become (or continue to be) a part of SUNY Upstate Medical University culture
- Develop/maintain corresponding budget(s)
- Ensure that recognition program criteria and procedures are consistent with SUNY wide award programs (i.e. Chancellor’s guidelines), where applicable
- Develop policies and guidelines to ensure consistency of Upstate-wide employee recognition programs
- Develop survey tool to obtain feedback for continuous improvements
- Provide mechanism to facilitate recognition from patients, visitors and students
- Develop an employee recognition website with links, pictures, reference materials, forms, etc.
- Utilize the communication system to highlight accomplishments and individuals worthy of recognition. Review need for additional communications officer.
- Develop university wide communication calendar of special weeks and celebrations that recognize various work groups (National Housekeepers Week, Physicians’ Week) to ensure equality in recognition efforts.
- Ensure that existing and new employee recognition programs acknowledge “diversity champions”.

**Roll out program(s) (6 months):**

- Develop a comprehensive implementation and communication plan to “roll-out” recognition initiatives and programs, which includes training, open forums, written communication, etc.

If funding is not approved for the establishment of a recognition coordinator position and/or office, the feasibility of realigning duties to allow for a part-time position in the Human Resources Department should be determined. This part-time position would complete as many of the charges noted above as time and resources allow. Additional support could be provided by existing committee members and the possible designation of employee recognition representatives in other departments throughout Upstate.

**TIME FRAME:**

1-3 years

**RESOURCES:**

- Existing employee recognition committees and award programs (to include allocated funding)
- Additional Financial Support for program (\$10,000 est.)
- Current policies, including E02 – Employee Recognition Policy
- Best practices from other SUNY campuses; UHC; Baptist Healthcare and other like institutions
- State of New York programs
- State University of New York programs

- **Research Foundation of SUNY programs**
- **1 FTE (Approximately \$45,000 plus fringe)**
- **Office Space**
- **Office Equipment (\$10,000 est.)**
- **Various departments across the University**

**REPORTING MECHANISMS:**

**Quarterly updates by Associate Senior Vice President to the Executive Council.**

**PERFORMANCE MEASURES:**

- **Employee Satisfaction Survey**
- **Employee Recognition Survey Tool**
- **Patient Satisfaction Survey**
- **30/45 day new hire survey**
- **Exit Interviews**
- **Turnover Report**
- **Organizational Scorecard (to be developed – see recommendation # 2 –EOC)**

**FINANCIAL ANALYSIS ASSIGNED:**

**Eric Frost, Wanda Thompson and Steve Brady**

**DATE of EC Approval:**

**NEXT STEPS:**

**SPONSOR PRIORITY #1a**



**EXECUTIVE COUNCIL RESPONSE**

**TEAM:** Employer of Choice

**CHAIR:** Sara Grethlein, M.D.

**EC SPONSOR:** Wanda Thompson, Ph.D.

**RECOMMENDATION NO: 2**

**Date: October 1, 2007**

**Conduct a review and analysis of campus wide human resources functions and “best in class” organizations to identify and recommend potential structural and programmatic changes. (Responsibility: Human Resources)**

**FORM COMPLETED BY:**

**Eric Frost – Human Resources**

**Patty Brecht – Human Resources**

**Additional staff :**

**Paul Seale – Hospital Administration**

**Lynn Cleary – College of Medicine**

**Katie Mooney – Nursing Administration**

**RESPONSE STRATEGY:**

- 1. Develop and deploy customer service tool for HR Services**
  - **Develop and deploy anonymous HR customer service survey for feedback from all employees (completed)**
  - **Hold focus groups to confirm results of survey and generate ideas on how to improve customer service (October/November 2007)**
  - **Publish results and develop action plans (December 2007)**
- 2. Develop and implement mechanisms to obtain regular feedback from identified groups, regarding HR services, including, but not limited to:**
  - **Question on the web site requesting rating on “How are we doing?”**
  - **Suggestion box in Human Resources lobby**
  - **Feedback cards/e-mails**
  - **Random phone calls of those who recently utilized HR services**
- 3. Form a steering committee, chaired by an individual not employed in Human Resources, comprised of key Human Resources staff and internal customers from across campus (Employer of Choice team), to:**
  - **Review HR Service survey results, including feedback from focus groups, environmental scan, employee satisfaction surveys, and any other prior consultant reports, to identify areas of strength; areas needing improvement; develop HR goals and initiatives; and to establish future/expected performance standards for HR (October 2007 – January 2008)**
  - **Review, visit and analyze best in class HR organizations to identify strategies for improvement initiatives and potential structural and programmatic changes, based upon feedback from survey and focus groups (January 2008)**
  - **Determine any outside consultant needs for structure or programmatic changes identified by survey and focus group (January 2008)**
  - **Consider the value of consolidation of the three existing recruitment offices, located in Human Resources, Nursing Department, and the College of Medicine (from EOC recommendation #3)**
  - **Determine feasibility of one or more HR Satellite Office(s). (from EOC recommendation #3)**

- Evaluate feasibility of establishing a University Ombudsman whose primary responsibility would be to provide independent, confidential and informal assistance to the campus community (from EOC recommendation #3)
4. Develop of Organizational Scorecard to summarize Human Resources performance measures (November 2007)

**TIME FRAME:**

**1- 3 YEARS**

**RESOURCES:**

- Fees for consultant(s) (\$30,000 - \$50,000 est.)
- Membership fees for Human Resources organizations; conference fees; travel as needed to assess best in class Human Resources organizations (\$15,000 est.)
- Based on steering committee recommendations, additional funding may be needed (i.e. FTE, software, new equipment or supplies)
- Human Resources

**REPORTING MECHANISMS:**

**Quarterly updates by Associate Senior Vice President to Executive Council**

**PERFORMANCE MEASURES:**

- Human Resources Customer Service Survey
- Ongoing feedback on HR services through customer service tools
- Employee Satisfaction Survey
- Patient Satisfaction Survey
- 30/45 day new hire survey
- Exit Interviews
- Turnover Report
- Organizational Scorecard for Human Resources

**FINANCIAL ANALYSIS ASSIGNED:**

**Eric Frost and Wanda Thompson**

**DATE of EC Approval:**

**NEXT STEPS:**

**SPONSOR PRIORITY #1b**



## EXECUTIVE COUNCIL RESPONSE

**TEAM:** Employer of Choice

**CHAIR:** Sara Grethlein, M.D.

**EC SPONSOR:** Wanda Thompson, Ph.D.

**RECOMMENDATION NO:** 3

**Date:** October 1, 2007

**Evaluate and implement Human Resources initiatives identified by group. (Responsibility: Human Resources)**

### **FORM COMPLETED BY:**

**Eric Frost – Human Resources**

**Patty Brecht – Human Resources**

### **RESPONSE STRATEGY:**

**The following recommendations will be assigned to the appropriate Human Resources Manager for review and assessment:**

- 1. Establish a focus group to explore ways to improve and streamline the performance management process, which may include:**
  - Required management training on performance management**
  - Research self serve applications or other performance management tools which allow supervisors to record ongoing performance of their employees during the year which will then feed this data to an electronic format for completion of Performance Evaluations**
  - Determine feasibility of system-generated e-mails to notify supervisors when evaluations are due**
  - Consider developing and implementing a standard performance evaluation format for Research Foundation employees**
  - Research the possibility of developing a new evaluation form for UUP represented employees**
  - Include “Expectations of Professional Conduct” and customer service standards in performance programs and evaluations (quick win)**
  - Consider “meeting moratorium” days and require that time be devoted to completion of performance evaluations as well as other administrative/managerial tasks**

2. Review local salary schedules for all titles where there is discretion to modify or adjust salaries to ensure market competitiveness. This review should be scheduled on an annual or biannual basis, or more frequently as required by market demand.
3. Establish formalized College internship program
4. Establish a focus group to evaluate the feasibility of establishing a formal work flexibility program. Options:
  - Flex Time
  - Compressed work weeks
  - Telecommuting opportunities
  - Job sharing programs
5. Continue to work with SUNY System Administration to be given legislative relief and flexibility in placing and compensating UH employees as the process pertains to regulated Civil Service appointments (i.e. moving positions to non-competitive, allowing appointment at hiring steps based on experience)
6. Review current hiring practices to enhance the employee selection process to include recruitment, screening, selection and interviewing candidates for employment at Upstate
  - Screening of applicants (review of application materials and/or interviewing by Human Resources, prior to departmental review)
  - Required management training focusing on interviewing techniques (i.e. behavioral interviewing techniques, Search Committee structure and process)
  - Campus-wide pre-hire reference checking performed by Human Resources
7. Development of communications strategy for Human Resources to incorporate video and Web-based messages for internal and external audiences.
8. Work with departments who have high turnover to develop retention strategies by examining workforce trends and exit interview data.
9. Determine if the word mandatory can be replaced/removed in relationship to overtime, in all policies and forms.

Incorporate the following recommendation strategies into EOC Recommendation #2, to be evaluated by the steering committee after Human Resources customer service survey has been completed:

1. Consider the value of consolidation of the three existing recruitment offices, located in Human Resources, Nursing Department, and the College of Medicine.
2. Determine feasibility of one or more HR Satellite Office(s)
3. Evaluate feasibility of establishing a University Ombudsman whose primary responsibility would be to provide independent, confidential and informal assistance to the campus community

**TIME FRAME:**

1 -2 years; implementation periods will vary

**RESOURCES:**

- Based on recommendations, additional funding may be needed (i.e. FTE, software, new equipment, money for salaries, or supplies)

**REPORTING MECHANISMS:**

Quarterly updates by Associate Senior Vice President to Executive Council

**PERFORMANCE MEASURES:**

- Ongoing feedback on HR services through customer service tools
- Employee Satisfaction Survey
- Patient Satisfaction Survey
- 30/45 day new hire survey
- Exit Interviews
- Turnover Report
- Organizational Scorecard for Human Resources

**FINANCIAL ANALYSIS ASSIGNED:**

Eric Frost and Wanda Thompson

**DATE of EC Approval:**

**NEXT STEPS:**

**SPONSOR PRIORITY #6**



**EXECUTIVE COUNCIL RESPONSE**

**TEAM:** Employer of Choice

**CHAIR:** Sara Grethlein, M.D.

**EC SPONSOR:** Wanda Thompson, Ph.D.

**RECOMMENDATION NO:** 4

**Date:** October 1, 2007

**Identify steps needed to develop an effective communications plan/process across the Upstate campus (Responsibility: Public Relations and Communications)**

**FORM COMPLETED BY:**

**Darryl Geddes – Public Relations**

**RESPONSE STRATEGY:**

**Many aspects of this recommendation permeate through all five Engaging Excellence teams, and are applicable to all departments across SUNY Upstate Medical University**

- **Undertake communication audit of all university communications to consolidate, eliminate or supplement existing pieces. Develop an internal communications policy and system that ensures greater transparency of all university operations and decision making. (6-12 months)**
  - **Develop standards for e- mail business etiquette using standards such as “Netiquette” and phone etiquette.**
  - **Consider uniform office hours for various departments to improve university efficiencies.**
  - **Development of a master communication plan as a component of a more comprehensive master technology plan.**
  - **Develop internal communication campaign to educate the campus about SUNY Upstate in clear concise manner.**
  - **Consider daily employee email newsletter, SUNY UPSTATE TODAY, that could be printed and posted for those without computer access with daily information and news about campus.**
  - **Consider additional communications officer/ombudsman as point of contact on internal communication requests.**
  - **Review similar communications strategies with other SUNY institutions, such as Stony Brook, Downstate, Buffalo, Binghamton.**
  - **Develop ongoing communications strategies for plans to modernize patient rooms and public areas of campus.**
  - **Communicate master systemic assessment and maintenance plan to university audience.**
  - **Develop Web-based or email communication system that would enable employees to subscribe and unsubscribe to optional e-mail listserves.**
- **Develop an Institutional Design and Data Development Office that would assist departments in creating surveys for students and staff and would analyze such information. Office would review need to initiate “pulse” surveying for quick responses to planned initiatives. Office may also be responsible for patient and family surveys. (12 to 18 months).**

**The following have been incorporated into other EOC recommendations:**

- **Development of communications strategy for Human Resources to incorporate video, and Web-based messages for internal and external audiences. Strategy should assess all**

communication activities from moment application is requested to negative outcome or hiring. (#3)

- Signage audit should be conducted throughout campus to assess shortcomings in existing signage. Key areas would be entrance points to campus. (#9)
- Utilize the communication system to highlight accomplishments and individuals worthy of recognition. Review need for additional communications officer. Policy should incorporate ways individual departments can successfully communicate to their members, and recognize them for outstanding work. (#1)
- Develop university wide communication calendar of special weeks and celebrations that recognize various work groups (National Housekeepers Week, Physicians' Week) to ensure equality in recognition efforts. (#1)
- Develop overall branding for university and detailed plan for branding introduction, both on and off campus. Branding plan would include strategy to create consistency among all university communications, printed and electronic, including Power Point presentations, etc. This work includes assessment of current Mission/Vision/Values. New branding strategy may introduce new logo and tagline to be carried through all communications. (#10)

It is recommended that the strategy should be addressed by the Clinical Team:

- Development of news program for patients that is shown in hospital room. Video would highlight key developments and improvements and enhancements in patient care and also underscore academic medical center focus on patient care.

#### **TIME FRAME:**

3 months to 24 months.

#### **RESOURCES:**

- University Communications
- Marketing and Public Relations
- Hospital Administration
- Faculty Development
- Human Resources
- IMT
- Educational Communications
- Four FTE's in Communications/Public Relations
- Outside survey services (e.g., Press-Ganey)

#### **REPORTING MECHANISMS:**

Quarterly reports by Associate Senior Vice President to Executive Committee

#### **PERFORMANCE MEASURES:**

- Increase in employee satisfaction
- Increase in patient satisfaction
- Greater awareness in region of SUNY Upstate

- **Greater participation in SUNY Upstate events**
- **Greater awareness among internal publics of SUNY Upstate**

**FINANCIAL ANALYSIS ASSIGNED:**

**Melanie Rich**

**DATE of EC Approval:**

**NEXT STEPS:**

**SPONSOR PRIORITY #10**



**EXECUTIVE COUNCIL RESPONSE**

**TEAM:** Employer of Choice

**CHAIR:** Sara Grethlein, M.D.

**EC SPONSOR:** Wanda Thompson, Ph.D.

**RECOMMENDATION NO:** 5

**Date:** October 1, 2007

**Enhancing Quality of Work Environment for employees by providing on-site personal need conveniences ( Responsibility: As indicated below)**

**FORM COMPLETED BY:**

**Patty Brecht – Human Resources**

**Doug Joseph – Physical Plant**

**RESPONSE STRATEGY:**

**Early Wins:**

**1. Addition of ATM's on campus to be installed in the CAB and one in Weiskotten Hall near the library. Determine if the financial institution of choice should be the state credit union.**

- **According to State Payroll records, 30% of State employees who have direct deposit have some portion of their paycheck directly deposited into an account at**

**the State Employees Federal Credit Union (SEFCU). The financial institute with the second highest percentage is M & T at 16%. The third highest is HSBC at 13%, and this is the financial institution represented by the existing ATM in the hospital lobby. Discussions began in September with SEFCU, for placement of ATM's in 3 locations on campus as recommended by the EOC team (WH and the CAB ) and the current location in UH (6 months) (Physical Plant and Purchasing)**

**2. Bike racks (covered) in a secure location (quick easy win)**

- **An analysis of bike racks on campus has been completed. Two additional bike racks have been ordered for Weiskotten Hall and Silverman hall, which will result in 14 additional spaces for bikes. (3 months) (Physical Plant)**

**In progress:**

**1. Expand the day care facilities to meet the current demand, evaluate the need for expanded hours, assess the need for a sickcare program on site or consider contracting with a vendor to who will come to the home and provide care when child is unable to attend school (ex Univ. of Arizona program).**

- **A proposal for expansion of the current Upstate Childcare facilities has been developed, as well as investigation into other property locations that would accommodate a larger center. Both options are currently under review. (Office of the President, Office of Administration and Finance, Child Care Board)**

**It is recommended that the following recommendations be deferred, and reviewed at a later date after structural changes relating to the core responsibilities and functions of Human Resources are evaluated and implemented:**

**1. Implement and develop a free convenience program (concierge service) for employees and students. There is no charge to employees for the program. Employees just pay the standard retail price for whatever service they've used. (1-3 years) Assess internal versus contracting outside provider. This program would include the following services but not limited to:**

- a. Dry cleaning**
- b. Oil changes**
- c. Car washes**
- d. Gift wrapping (holiday)**
- e. Mailing services**
- f. Floral arrangements/gift baskets**
- g. Film developing**

**2. Review and evaluate the elder care options including:**

- a. Discounted long-term health insurance coverage for elderly relatives**
- b. Subsidies for elder care**
- c. Flexible work schedules**
- d. Support groups**
- e. Contract with third party that provides in-home aides**

**3. Improve access and services of on campus fitness facilities and classes and/or**

provide gym memberships to all employees at a discounted rate.

The following have been incorporated into other EOC recommendations:

1. University Police expanded services to cover departments that are 24/7. Address Campus security plan currently under development by SUNY (#8)

**TIME FRAME:**

1- 3 years

**RESOURCES:**

- Financial investment for expansion of childcare center/services
- Cost of Bike Racks (approximately \$1,000, ordered and charged to the Physical Plant budget)
- Physical Plant
- Purchasing/Contracts Office
- Child Care Board

**REPORTING MECHANISMS:**

The recommendations that are not being deferred, have been identified as “early wins” or in progress. Announcement/communication of these recommendations remains to be determined.

**PERFORMANCE MEASURES:**

- Employee satisfaction survey results
- Decreased absenteeism
- Enhanced recruitment opportunities
- Improved employee and patient satisfaction scores
- Decrease in turnover

**FINANCIAL ANALYSIS ASSIGNED:**

Steve Brady

**DATE of EC Approval:**

**NEXT STEPS:**

**EXECUTIVE COUNCIL RESPONSE****TEAM:** Employer of Choice**CHAIR:** Sara Grethlein, M.D.**EC SPONSOR:** Wanda Thompson, Ph.D.**RECOMMENDATION NO: #6**

**Develop a Civility committee with broad horizontal and vertical representation from throughout the Upstate Medical Community. (Responsibility: Human Resources)**

**FORM COMPLETED BY:**

Eric Frost – Human Resources

Barbara Riggall – Human Resources

Lisa Tesorio – Human Resources

**RESPONSE STRATEGY:**

**It is recommended that the Civility committee membership include representation from campus, shared service and hospital departments. Initially, the following individuals should meet to discuss appropriate membership and representation:**

Wanda Thompson, Chairperson

Lisa Tesorio, Human Resources

Mark Buttiglieri, Continuum of Care

Sarah-Lee Ritchie, Employee Assistance Program

Maryann Merklein, Medical Staff Office

Maxine Thompson, Office of Diversity and Affirmative Action

**This group should consider including local union representatives and front line staff members.**

**1. It is recommended that the committee be charged with:**

- **Reviewing existing policies for consistency**
- **Determining what other related initiatives are currently underway**
- **Determining what other committees may have a role in this initiative**
- **Determining how existing resources such as EAP may be able to help with this initiative**
- **Utilizing subject matter expert(s) from other similar institution(s) who have successfully implemented a similar initiative**
- **Reviewing the labor relations impact**

- Consider utilizing an outside consultant with academic medical center experience or a subject matter expert from another similar institution to facilitate this process
  - Developing Expectations of Professional Conduct (expectations) for all employees in conjunction with the Medical Staff Code of Behavior
2. After these activities are completed, it is recommended that the committee:
- Poll colleagues (or use focus groups) for ideas on what to include in the expectations
  - Submit a draft to the Executive Council (EC) for review
  - Issue the expectations to all employees, requesting feedback
  - After final revisions, submit the expectations to EC for their approval
  - Distribute the expectations to all employees via a letter from the President, with postings throughout the organization and inclusion in the Campus Administrative Manual and hospital administration policies.
  - Ask the President for his support promoting activities that will enhance professionalism in a variety of new ways
3. It is recommended that these expectations be used as a litmus test for passing probation, career advancement, and be included in:
- Bylaws and policies
  - Performance Programs
  - Evaluations
  - Departmental Mission and Vision Statements
  - Interview Process
  - Offer Letters
  - New Employee Orientation
  - Unit specific departmental orientation
  - Student orientation materials
  - Training and Development for New Managers
4. Additionally, it is recommended that the committee:
- Develop a methodology for measuring/recognizing professional behavior (e.g., “Pride Points” or “Principles of Professionalism” earned toward an award)
  - Develop a “Top Ten” list of tips for professional conduct and professionalism topics of the month communicated via e-mail, websites and printed communications
  - Review existing employee recognition programs to see if they can be expanded to include awards for employees whose day-to-day interactions with co-workers, students, patients, etc. exemplify the expectations of professional conduct
  - Implement a web-based “Professionalism Training and Awareness” module
  - Provide examples of common breaches of professionalism along with the appropriate responses (i.e., easy to understand steps for counseling/disciplining), which should be incorporated into training for managers

- Determine opportunities to obtain extramural sources (e.g., grants that might consider professionalism in academic medical centers to be an area suitable for scholarly investigation)
- Provide annual “Enhancing Professionalism” reports to the Executive Council
- Sponsor outside speakers, events and public addresses related to Civility/Culture/Respect
- Develop a lecture series as a forum for ongoing activities, as an additional opportunity to exchange ideas and help break down barriers

**TIME FRAME:**

Short 1-3 years

**RESOURCES:**

- Fees for a consultant, if identified as needed by the committee. (\$20,000 est.)
- Following the committee’s review, it may be determined that a budget, including possible FTE & OTPS, may need to be developed.
- Various departments across campus

**REPORTING MECHANISMS:**

Quarterly update by committee chairperson to the Executive Council.

**PERFORMANCE MEASURES:**

- Improvement in employee, student and patient survey results
- Decrease in formal complaints
- Decrease in turnover
- Improvement in post-hire and exit interview results
- Reduction in stress-related absences

**FINANCIAL ANALYSIS ASSIGNED:**

Steve Brady and Wanda Thompson

**DATE of EC Approval:**

**NEXT STEPS:**

**SPONSOR PRIORITY #7**



## EXECUTIVE COUNCIL RESPONSE

**TEAM:** Employer of Choice

**CHAIR:** Sara Grethlein, M.D.

**EC SPONSOR:** Wanda Thompson, Ph.D.

**RECOMMENDATION NO:** 8

**Date:** October 1, 2007

**Maximize workflow and staffing effectiveness by assessing and enhancing staffing utilization (Responsibility: Human Resources)**

**FORM COMPLETED BY:**

**Katharine Mooney – Nursing Administration**

**Additional staff:**

**Lisa Brackett – Patient Support Services**

**Gwynne Conway – Nursing Administration**

**Jodie Purdy – Nursing Recruitment**

**Lisa Tesorio – Human Resources**

**Mary Wasilewski – Human Resources**

**RESPONSE STRATEGY:**

**Early Win:**

**1. PCC process has been revised as of 7/23/07.**

**Other Strategy Recommendations:**

**1. Workflow analysis:**

**Establish a Committee charged with the following:**

- **Establishment of turnover benchmarks and reports for all areas based on national standards and calculation of the cost of current turnover. Areas with turnover exceeding the standard would be targeted for detailed review of current workflow processes.**
- **Based on above, determine if external consultant is needed via cost benefit analysis.**
- **Management of unplanned absences to include: Development of history of unplanned absences for each department to be utilized as benchmarks for measurement of improvement by department; and development of an automated tracking methodology by department, by individual.**

**2. 24/7 Supervision – all areas:**

**Establish a Committee charged with the following:**

- Determine what 24/7 areas do not have 24/7 supervision, and if revision to staffing plan is required based on such criteria as size and scope of staff, complexity of work, etc.
  - Develop plan for supervision to include required number of FTE's, title, grade and estimate of financial impact.
  - Reevaluate on-call requirements
  - Development of the off-shift PSM role.
  - Expand University Police services to cover departments that are 24/7. Address Campus security plan currently under development by SUNY (Coordinate with campus wide communication and technology plan)
3. Each department to determine quality indicators for outcomes, under the oversight of appropriate administrator or department head.
4. Nursing Administration to work with Human Resources to:
- Further development of the current grade 18 orientation/in-service coordinator.
  - Implementation of a UUP represented title/position to oversee nursing area(s).
  - Elimination of the PSL role, through attrition.

**The following has been incorporated into other EOC recommendations:**

- Replace word mandatory in policies and forms as it relates to overtime (#3)

**Recommend that the following recommendation be deferred due to financial impact:**

- Improve culture around floating and sharing resources. This is currently practiced in Nursing Department on a broad scale.
- Review of current standard replacement factors. Nursing is only group known to utilize a replacement factor and there is a potential significant impact on staffing and FTE's.

**TIME FRAME:**

6 months to 3 years (excluding staff reduction through attrition)

**RESOURCES:**

- External workflow consultant, if identified as needed ( \$20,000 - \$40,000 est.)
- Human Resources
- Public Safety
- Nursing Department
- Campus Administration
- Hospital Operations Departments

**REPORTING MECHANISMS:**

Committees to report progress to Executive Committee Sponsor

**PERFORMANCE MEASURES:**

- Improved turnover rate
- Decrease in the costs attributed to turnover
- Possible decrease in FTE's through elimination of duplication
- FTE management as compared to budgeted positions or staffing patterns
- Improved employee and patient satisfaction
- Improved resource allocation
- Improved quality
- Decrease in OT and call ins

**FINANCIAL ANALYSIS ASSIGNED:**

Eric Smith , Rick Gardner , Gwynne Conway

**DATE of EC Approval:**

**NEXT STEPS:**

**SPONSOR PRIORITY #8**



**EXECUTIVE COUNCIL RESPONSE**

**TEAM:** Employer of Choice

**CHAIR:** Sara Grethlein, M.D.

**EC SPONSOR:** Wanda Thompson, Ph.D.

**RECOMMENDATION NO:** 9

**Date:** October 1, 2007

**Enhance pride in work environment through facilities maintenance/improvements  
(Responsibility: Physical Plant, Hospital and Campus Administration)**

**FORM COMPLETED BY:**

**Paul Seale – Hospital Administration**

## **RESPONSE STRATEGY:**

### **Early Wins:**

- 1. Communicate ongoing facilities improvements, maintenance, and upgrade plans to staff.**
  - Physical Plant Department is now placing articles in UPDATE regarding project completion, and articles detailing future projects to be accomplished will also be published.
  - Progress will be reported as it is achieved throughout the university.
- 2. Establish common phone number for staff and visitors to report facilities issues, where the reported issues are delegated accordingly. (6 months)**
  - Work is currently underway, to include signage and a communication program.

### **Other Strategy Recommendations:**

- 1. Enhance employee sense of “ownership” of facilities. (6-12 months)**
  - Physical Plant and Environmental Services will work with university managerial/supervisory staff to develop a “real estate” ownership program based upon department/area location and footprint.
  - Will include public spaces that may be adjacent to the department/area.
  - Responsibilities will be defined within buildings, floors, and departments/areas depending on existing configuration and floor plans.
- 2. As part of the overall enhancement of the facility improvement/maintenance plan the following areas will be focused on as integral plan components:**
  - On-call rooms are currently under assessment, and the development of standards for environment and daily maintenance will be established and discussed with the Associate Dean for GME and resident staff regarding improvement program. There will be both hospital/university commitments as well as occupant (house staff) commitments regarding upkeep and daily use.
  - University-wide planning is currently ongoing regarding the recycling program. Environmental Services and Physical Plant will coordinate university wide activities to include enhanced communication regarding program.
  - Sign enhancement will be part of the planning done in anticipation of the completion of the Vertical Expansion program. It is possible that the current Branding initiative could impact university signs. This coupled with the future completion of the Vertical Expansion program would suggest that we should allow for a 2-3 year planning timeframe. The potential exists for resources to be required if a university wide sign program enhancement program is recommended. In the short term, the current sign program will be assessed for adequacy.
- 3. Purchase software and handheld devices used to respond to scheduling and immediate Environmental Services or physical plant needs.**
  - Environmental Services (Campus and Hospital) will be acquiring the housekeeping package associated with the product currently used by Physical Plant: TMA, during the capital cycle this fiscal year. Currently the final of assessment are being completed. The decision to acquire should be made by 12/07. IMT is participating in the product analysis.

**TIME FRAME:**

1-3 years as outlined above

**RESOURCES:**

- Increase in OTPS
- Funds to support approved projects and improvements
- Physical Plant
- Hospital Administration
- Campus Administration
- Environmental Services
- Software expense (\$6,000 est., to be requested during 07/08 budget)

**REPORTING MECHANISMS:**

Quarterly updates by Senior Vice President for Administration and Finance to the Executive Council.

**PERFORMANCE MEASURES:**

- Employee satisfaction survey
- Patient satisfaction survey
- Employee Exit survey

**FINANCIAL ANALYSIS ASSIGNED:**

Steve Brady

**DATE of EC Approval:**

**NEXT STEPS:**

**SPONSOR PRIORITY #9**



**EXECUTIVE COUNCIL RESPONSE**

**TEAM:** Employer of Choice

**CHAIR:** Sara Grethlein, M.D.

**EC SPONSOR:** Wanda Thompson, Ph.D.

**RECOMMENDATION NO: 10**

**Date: October 1, 2007**

**Explore new ways SUNY Upstate Medical University can receive recognition for its positive attributes. Use this recognition to “brand” Upstate as an Employer of Choice and enhance its ability to attract and retain high quality employees (Responsibility: Marketing and Communciations)**

**FORM COMPLETED BY:**

**Darryl Geddes – Public Relations**

**Additional staff:**

**Eric Frost – Human Resources**

**RESPONSE STRATEGY:**

**Early Wins:**

- **Review recently developed list of top ten reasons why SUNY Upstate is outstanding employer. List can be generated and used on variety of materials at job fairs, etc, and on HR/job Web sites, bookmarks, brochures. Ensure these are credible attributes that show difference between us and other similar employers. (6 months)**
- **Develop database of local, regional and national awards from organizations/media whose recognition would elevate presence of SUNY Upstate in community and beyond. Database should include criteria, contact person and date nominations must be received. (6 months)**

**In Progress:**

- **Brand development, currently under way, will provide opportunity to reconnect with community/employees/stakeholders about SUNY Upstate’s strength in community. Overall branding initiative will be presented to university community for buy-in and understanding.**

**Other strategy recommendations:**

- **Develop listing of and build relationships with associations/organizations that would help elevate SUNY Upstate’s presence in these professional organizations. Consider placement of SUNY Upstate individuals on local, regional boards. Offer employees board development training to assist them in achieving leadership status in key boards. (Human Resources) (18 month)**
- **Develop a better understanding of where our workers live, shop and educate their children so we may be better able to illustrate SUNY Upstate’s impact to the region, show legislators where our employees live to gain support for university programs. (Immediate implementation)**
- **Charge Team Upstate with:**

- Developing a clear strategy for participation in community events, i.e. walks, runs, State Fair, etc., so participation is consistent with university mission and goals. Create 12-month calendar that outlines our responsibilities and areas of support. Develop tool to assess benefit of participation to ensure participation has major impact for message. (6 months)
- Create retired employee group that could be pressed into action to write letters to the editor, lawmakers to support SUNY Upstate initiatives. Consider developing retiree newsletter or online information center for them to access and receive updates about campus activities. (12 months)
- Enhance community's understanding of our regional outreach initiative. Create targeted message for each county in our region of influence so that region better understands our worth. (12 months)

The following have been incorporated into other EOC recommendations:

- Continue outreach efforts with local and regional newspapers to highlight accomplishments of staff and students. Consider a SUNY Upstate Roll Call letter that highlights only accomplishments. (#1)
- Develop internal communication campaign to educate campus about SUNY Upstate in clear concise manner. Consider daily employee email newsletter, SUNY UPSTATE TODAY, that could be printed and posted for those without computer access with daily information and news about campus. (#4)

#### **TIME FRAME:**

3 months to 18 months.

#### **RESOURCES:**

- University Communications
- Marketing and Public Relations
- Hospital Administration
- Faculty Development
- Human Resources
- IMT
- Educational Communications
- 1 FTE charged with database management for awards, community walks, etc., community Web site. (\$40,000 annually plus fringe, est.)
- 1 FTE for community outreach office. (\$50,000 annually plus fringe, est.)
- 1 FTE to assist with writing and tech support for internal daily newsletter (\$50,000 annually plus fringe, est.)
- Office equipment

#### **REPORTING MECHANISMS:**

Quarterly reports by Associate Senior Vice President to Executive Committee.

**PERFORMANCE MEASURES:**

- Increase in employee satisfaction
- Greater awareness in region of positive role played by SUNY Upstate through media placements
- Decrease in employee turnover
- Increase in quality applications for employment
- Increase in patient visits, student applications

**FINANCIAL ANALYSIS ASSIGNED:**

Melanie Rich

**DATE of EC Approval:**

**NEXT STEPS:**



**SPONSOR PRIORITY #5**

**EXECUTIVE COUNCIL RESPONSE**

**TEAM:** Employer of Choice

**CHAIR:** Sara Grethlein, M.D.

**EC SPONSOR:** Wanda Thompson, Ph.D.

**RECOMMENDATION NO:** 11

**Date:** October 1, 2007

Enhance diversity

**FORM COMPLETED BY:**

Patty Brecht – Human Resources

Maxine Thompson – Office of Diversity and Affirmative Action

Edgar Johnson - Office of Diversity and Affirmative Action

**RESPONSE STRATEGY:**

**The following recommendations are in progress:**

- **The Office of Diversity and Affirmative Action is working on communicating overall and department specific results and goals compiled for the annual (State and Research Foundation) Affirmative Action Plans. This will include having both plans available via the web. This should be completed by the first Quarter of 2008 initially, then updated 3 months after completion of the State plan and Research plan respectively.**
- **The Multicultural Events Planning Committee, overseen by the Office of Diversity and Affirmative Action will collaborate with other CNY employers to jointly sponsor cultural events during the 2007 – 2008 series of cultural events.**

**Other recommendation strategies to be assigned to the Office of Diversity and Affirmative Action**

- 1. Develop a representative task force, inclusive of all levels of the organization and designated by the President, to re-establish the Diversity Council, which will include developing a new charge, focus and goals; and defining membership. The focus/charge of the new Diversity Council should include:**
  - **Develop action-oriented programs that will foster recruitment and retention of minority faculty, staff and students, to include promotion and advancement opportunities and development of a pipeline for talent.**
  - **Develop programs that will: 1) provide an opportunity for diverse candidates to be mentored and 2) Identify diversity champions within the Upstate Community to share their experiences and success stories and serve as mentors**
  - **Consider taking a leadership role along with other local colleges and universities to offer programs to Upstate employees and other members of the CNY community programs such as the Bridges out of Poverty model and Dialogue Circles on Race and Racism**
  - **Evaluate ways to bring together all internal resources that promote diversity (e.g., Office of Diversity and Affirmative Action, Student Affairs, Multicultural Resources, CSTEP, etc.), for Upstate employees and students.**
  - **Consider taking a leadership role among SUNY campuses and sponsor a SUNY-Wide forum on diversity**
  - **Update the “Commitment to Diversity” statement. The statement should then be re-issued by the President’s Office to the campus community, as part of our Core Values. In addition, set expectations and hold leaders and managers accountable for 1) support of affirmative action goals, 2) embracing diversity, 3) mentoring employees to success.**
- 2. Develop a committee, including staff from Marketing, ODAA and Human Resources to:**
  - **Develop a policy related to diversity in publications and marketing materials**
  - **Review websites, printed material, displays, etc. to ensure that they reflect the diversity of Upstate and the community we serve. This should include, but not be limited to, race, gender, religion, and sexual orientation. Whenever possible, references to employee’s spouses should include significant others.**
  - **Determine appropriate mechanisms to display/communicate Upstate’s Equal Employment Opportunity Statement and related topics.**
  - **Ensure that employee surveys include questions related to perceptions of diversity and inclusion, and assessment of survey data in terms of gender and**

ethnicity.

- Ensure that mechanisms are in place to effectively communicate with all levels of the organization, particularly those without campus computer and email access.
- Consider changing the name of the Office of Diversity and Affirmative Action to the Office of Diversity and Inclusion, to better reflect the current emphasis not only on maintaining compliance but also on building a culture that values diversity and that promotes equity and inclusiveness among faculty, staff, students and other members of the Upstate community.
- Assess the feasibility of applying for awards such as Diversity Inc's Top 50 Companies.
- Identify pertinent community organizations and encourage Upstate employees to participate.

The following recommendations are covered by a separate EOC recommendation:

- Consider additional resources dedicated to diversity education and professional development. (#7)
- Offer specialized training on affirmative action for Upstate leaders. (#7)
- Ensure that existing and new employee recognition programs acknowledge "diversity champions" (#1)

#### **TIME FRAME:**

1 – 3 years

#### **RESOURCES:**

- Money to support any changes in web sites and printed materials, etc.
- Money to sponsor diversity events, as identified by Diversity Council, ODAA and FSAD
- Money to support recruitment and retention efforts; i.e., OnPoint for College, INROADS, Urban Pastors Coalition

#### **REPORTING MECHANISMS:**

Director of the Office of Diversity and Affirmative Action to report regularly to Associate Vice President for Human Resources and the President.

#### **PERFORMANCE MEASURES:**

- Affirmative Action Plans
- Employee satisfaction surveys
- Patient satisfaction surveys
- Exit Interview results
- Increase in diversity of applicants
- Increase in diversity of employees
- Decreased turnover

**FINANCIAL ANALYSIS ASSIGNED:**

Eric Frost, Wanda Thompson and Dr. Smith

**DATE of EC Approval:****NEXT STEPS:****Employer of Choice Response Summary**

<b>Sponsor Priority</b>	<b>EOC Rec #</b>	<b>Recommendation</b>	<b>Assignment for Implementation</b>	<b>Time Frame</b>	<b>Estimated Operational Expense (OTPS)</b>	<b>FTE(s)</b>	<b>Estimated FTE Expense</b>	<b>Estimated Total Expense</b>
1(a)	2	Review & Analysis of HR Functions	HR Management Team	1-3 years	\$45,000 to \$65,000	TBD	TBD	\$45,000 to \$65,000 plus FTE
1(b)	3	HR Initiatives	HR Management Team	1-2 years	Included with 1(a) above	Included with 1(a) above	Included with 1(a) above	Included with 1(a) above
2	6	Civility Committee	HR Management Team/ODAA	1-2 years	\$20,000	TBD	TBD	\$20,000
3	7	Develop HR Institute	HR/OTD	1-3 years	\$20,000 annual plus \$34,000	3	\$151,000	\$171,000 annual \$34,000
4	1	Employee Recognition Program	HR Management Team	1-2 years	\$10,000 annual plus \$10,000	1	\$45,000	\$55,000 annual \$10,000
5	11	Enhance Diversity	ODAA	1-3 years	\$97,500 annual	N/A	N/A	\$97,500 annual
6	4	Effective Communication Plan	Public Relations and Communications	3-24 mos.	\$30,000 annual	2	\$90,000	\$120,000 annual
7	8	Workflow analysis, 24/7 supervision	HR and Administration	6-36 mos.	\$20,000 to \$40,000	TBD	TBD	\$20,000 to \$40,000 plus possible FTE
8	9	Facility improvements	Physical Plant and Administration	1-3 years	\$6,000 Plus funds to support improvements	TBD	TBD	\$6,000 plus funds to support improvements
9	10	Brand development	Marketing & Communications	3-18 mos.	\$10,000	1	\$50,000	\$50,000 annual

								\$10,000
10	5	Enhancing Quality of Work Life	Physical Plant and Human Resources	1-3 years	Funding for ATM's and expansion of day care \$1,000	Deferred	Deferred	Funding for ATM's and expansion of day care \$1,000
		Total FTE					7	
		Total One-Time Expenses					\$146,000 to \$186,000	
		Total Annual Expenses					\$493,500	
		Grand Total*					\$639,500 to \$679,500	
		* (Excludes notations highlighted in yellow, and fringe expense)						