



## PRESIDENTIAL SELECT TASK TEAM FINAL RECOMMENDATIONS



<b>TEAM:</b>	<b>Employer of Choice</b>
<b>CHAIR:</b>	<b>Sara Grethlein</b>
<b>EC SPONSOR:</b>	<b>Steve Brady and Mary Ellen Keeney</b>
<b>RECOMMENDATION #1:</b> <b>Development of employee recognition program(s) with emphasis on campus-wide inclusion</b>	
<b>PROPOSED TIME FRAME:</b> <b>1-3 years</b>	
<b>STRATEGY:</b> <ol style="list-style-type: none"><li><b>1. Create a full time Employee Recognition Coordinator position and/or Office in the Human Resources Department to coordinate and facilitate a recognition program and celebration events throughout the year</b></li><li><b>2. Formation of an Upstate Medical University recognition team</b></li><li><b>3. Include staff in the development of all recognition/celebration events</b></li><li><b>4. Evaluate current, past and best-practice employee recognition programs (i.e. Southwest Airlines). Establish an innovative program(s) for all of Upstate Medical University</b></li><li><b>5. Develop, enhance and review celebration of events for reaching milestones, goals and successes (i.e. Employee Recognition Day)</b></li><li><b>6. Explore recognition programs offered by the State of New York and Research Foundation of SUNY</b></li><li><b>7. Develop survey tool to assess what staff want in terms of recognition and analyze data to help create a recognition program(s)</b></li><li><b>8. Encourage senior leadership and managers in recognizing employees by submitting employee stories through "Our Own Above and Beyond Stories" program</b></li></ol>	

**EXPECTED BENEFITS:**

- Improved employee morale
- Decreased turnover
- Increased productivity
- Enhanced employee focused culture of SUNY Upstate Medical University
- Tangible evidence that Upstate Medical University is committed to being the Employer of Choice

**MEASURABLE OUTCOMES:**

- Increase in employee and patient satisfaction scores
- Improvement in post hire and exit interview results
- Increase in number and quality of job applicants
- Decrease in employee turnover

**RESOURCES NECESSARY (e.g. FTE, funding, space):**

- Additional FTE(s)
- Space
- Office Equipment
- Financial Support for program

**EXISTING POLICY IMPACT (if applicable):**

- MM P-29 Gifts and Gratuities-Hospital Purchasing Department
- E02 – Employee Recognition Policy

**SUPPORTING INFORMATION (if applicable):**

- See appendix A – “Hospital and Campus Recognition Programs”
- Southwest Airlines currently has 5 full time employees in their Customer Care Department, serving approximately 33,000 employees. SUNY Upstate Medical University has 6300 employees, which, based on Southwest’s model would allow for 1 full time FTE with part time support

## Appendix A

### Development of campus-wide employee recognition programs

Create a full time Employee Recognition Coordinator position and/or Office in the Human Resources Department to coordinate and facilitate a recognition program and celebration events throughout the year.\*

- Evaluate appropriate physical location for recognition coordinator/office to determine if it should be incorporated into current Human Resources offices, or in a separate distinct location.
- Southwest Airlines currently has 5 full-time employees in their Customer Care department, serving approximately 33,000 employees. SUNY Upstate has 6,300 employees, which based on Southwest's model, would allow for one full time FTE, with part-time support.

Evaluate current, past and best-practice employee recognition programs (i.e. Southwest Airlines). Establish an innovative program(s) for all of Upstate Medical University.\*

- Develop President's award for Professionalism as early win submission.

### Institutional Recognition as Employer of Choice - Branding/Reputation

In conjunction with Marketing, utilize any recognition received as a recruiting tool.

- For example, the following designation appears on Baptist Health Care website:



- If successful, consider development of awards website similar to Baptist Health Care's: <http://www.ebaptisthealthcare.org/Awards/>

Expand existing efforts to recognize and promote the volunteer and community involvement of our employees and retirees.

- Capture the volunteer activities of our employees/retirees and enter into a database which can be used to provide points of contact as well as a means to more effectively allocate resources.
- Determine feasibility of sponsoring an annual luncheon for Upstate retirees to provide them with a "State of Campus" overview and to ask for their help with fund-raising and other volunteer activities.
- Investigate what role the OASIS program may play in mobilizing retirees.
- Send out initial request (and annual thereafter) to employees to enter volunteer activity data into Self Serve.
- Send out questionnaire to retirees to gauge interest in retiree luncheon and programs/service offered by OASIS.

- Data on the volunteer activities of our employees/retirees may prove useful when we are called upon to demonstrate the positive impact that Upstate has on CNY for purposes such as funding, legislation, etc.
- Retirees are a valuable resource. Keeping them involved as extended members of the Upstate community as volunteers or fund raisers will prove to be cost effective. Active retirees who volunteer outside of Upstate will act as goodwill ambassadors for Upstate.



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<b>RECOMMENDATION #2:</b> Conduct, review and analysis of campus-wide human resource functions and “best in class” HR organizations to identify and recommend potential structural and programmatic changes	
<b>PROPOSED TIME FRAME:</b> 1 to 3 years	
<b>STRATEGY:</b> <ol style="list-style-type: none"><li>1. Develop and deploy customer service tool for HR services.</li><li>2. Components to consider:<ol style="list-style-type: none"><li>a) Form a focus group comprised of key Human Resources staff and internal customers from across campus, to conduct a review and analysis of best in class HR organizations</li><li>b) Environmental scan, employee surveys</li><li>c) Review of prior consultant(s) report</li><li>d) Outside consultant</li></ol></li></ol>	
<b>EXPECTED BENEFITS:</b> <ul style="list-style-type: none"><li>• Enhanced perception of HR as employee focused resource</li><li>• Increased efficiency in allocation of resources</li></ul>	
<b>MEASURABLE OUTCOMES:</b> <ul style="list-style-type: none"><li>• Improvement in customer satisfaction</li></ul>	

<b>RESOURCES NECESSARY (e.g. FTE, funding, space):</b>
<ul style="list-style-type: none"><li>• Potential additional FTE's to support changes</li></ul>
<b>EXISTING POLICY IMPACT (if applicable):</b>
None



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<b>RECOMMENDATION #3:</b> <b>Evaluate and implement Human Resources initiatives identified by group</b>	
<b>PROPOSED TIME FRAME:</b> <b>1 to 3 years*</b> <b>*There is one strategy with a time frame of 5-10 years</b>	
<b>STRATEGY:</b> <ol style="list-style-type: none"><li><b>1. Consider the value of consolidation of the three existing recruitment offices, located in Human Resources, Nursing Department, and the College of Medicine</b></li><li><b>2. Determine feasibility of one or more HR Satellite Office(s)</b></li><li><b>3. Review current hiring practices to enhance the employee selection process to include recruitment, screening, selection and interviewing candidates for employment at Upstate</b><ul style="list-style-type: none"><li><b>• Screening of applicants (review of application materials and/or interviewing by Human Resources, prior to departmental review)</b></li><li><b>• Required management training focusing on interviewing techniques (i.e. behavioral interviewing techniques, Search Committee structure and process)</b></li><li><b>• Campus-wide pre-hire reference checking performed by Human Resources</b></li></ul></li><li><b>4. Explore ways to improve and streamline the performance management process, which may include:</b><ul style="list-style-type: none"><li><b>• Required management training on performance management</b></li><li><b>• Research self serve applications or other performance management</b></li></ul></li></ol>	

**tools which allow supervisors to record the ongoing of their employees during the year which and feeds 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**
- **Consider “meeting moratorium” days and require that time be devoted to completion of performance evaluations as well as other administrative/managerial tasks**

5. **Identify designated titles for annual or bi-annual review to ensure Upstate salaries are market competitive**
6. **Establish formalized College internship program**
7. **Evaluate feasibility of establishing a University Ombudsman whose primary responsibility would be to provide independent, confidential and informal assistance to the campus community**
8. **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)**
9. **Evaluate the feasibility of establishing a formal work flexibility program**  
Options:
  - **Flex Time**
  - **Compressed work weeks**
  - **Telecommuting opportunities**
  - **Job sharing programs**

#### **EXPECTED BENEFITS:**

- **Optimal resource efficiency**
- **Enhanced culture of Professionalism**
- **Enhanced perception of HR as employee focused resource**
- **Increased efficiency in allocation of resources**
- **Expanded employee pool**

- **Ability to retain valued employees whose circumstances require flexibility**
- **Centralized support of departments' recruitment and appointment needs**
- **Consistent application across the institution of recruitment, selection and appointment processes**

**MEASURABLE OUTCOMES:**

- **Improvement in employee and patient survey results**
- **Reduced cost for overtime and replacement workers**
- **Reduced cost to recruit, on-board and train new employees**
- **Higher employee retention rates**
- **Decrease in turnover**
- **Improvement in post-hire and exit interview results**
- **Reduction in absenteeism**

**RESOURCES NECESSARY (e.g. FTE, funding, space):**

- **An analysis of the time commitment and level of expertise needed for these new initiatives would need to be done by Human Resources to determine additional resources needed**
- **Development and training costs**
- **FTE for Ombudsman, internship**
- **Technologic support for work at home options**
- **Space for HR satellite operations and associated costs**

**EXISTING POLICY IMPACT (if applicable):**

- **P-08 Annual Performance Evaluation Policy**
- **Performance Evaluation workshop curriculum**
- **Core competencies**



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### **RECOMMENDATION #4:**

**Identify steps needed to develop an effective communications plan/process across the Upstate campus**

**This recommendation is broken down into the following categories:**

- **Image – Steps that can be taken to ensure consistency in communication approach and message**
- **Personnel – Introduction of new Communications Officer/Team and Ombudsman roles**
- **Data Gathering –A standardized approach to gathering, compiling and using feedback received from employees, patients and students**
- **Dissemination – Ways to better target internal communications**
- **Ongoing Development – Development and ongoing maintenance of a master communication plan**

### **PROPOSED TIME FRAME:**

**1 to 3 Years**

### **STRATEGY:**

1. **All Categories**
  - **Determine best practices at Stony Brook, Downstate, and other academic medical centers**
2. **Image**
  - **Review all existing mission, vision and value (MVV) statements.**
  - **Develop Upstate-wide mission, vision and values (MVV)**
  - **Ensure that the MVV for the hospital, colleges, departments, etc are all consistent and reference the overarching Upstate-wide MVV**
  - **Review HR MVV to ensure they are consistent with the proposed Employer of Choice initiatives**
  - **Prominently display MVV on our website and use consistently in**

**communications**

- **Identify/promote Upstate-wide core competencies**
- **Compile data related to our competitive advantages such as: pay, benefits, largest employer in CNY, one of the few growing enterprises in CNY, public employer, smoke-free environment, onsite fitness facility and day care, etc. for use on web site and in recruiting materials**
- **Request that the Offices of Public Affairs and Communications develop an internal communications strategy that encourages honesty and emphasizes the positive aspects of Upstate**
- **Develop a video that explains Upstate's expectations regarding culture, customer service and civility for new employee orientation, Staff Ed TV and webcast**
- **Update signage in hospital, especially on the 6<sup>th</sup> floor**
- **A dedicated "Professionalism" web page should be accessible from Upstate's home page and linked throughout the Upstate website, including the President's Office, Human Resources, etc.**
- **Systematically communicate plan for modernizing patient and visitor rooms and hallways**
- **Communicate master systemic assessment and maintenance plan**
- **Purchase software and handheld devices to schedule immediate Environmental Services needs**

**3. Personnel**

- **Establish a communications officer or team as a single point of contact for internal communications**
- **Evaluate feasibility of establishing a University Ombudsman position reporting to the President whose primary responsibility would be to provide independent, confidential and informal assistance to the campus community (as discussed in Recommendation #3)**

**4. Data Gathering**

- **Establish a regular schedule for hospital and campus surveys. To the extent feasible, ask the same questions on both surveys**
- **Consideration of incorporation of student feedback through existing or new surveys**
- **Determine standardized method for development of action plans following review of survey results**
- **Develop and implement a "pulse" survey tool to gauge employee satisfaction between the regular survey cycles**
- **Create a multi-disciplinary Employee Advisory Group with significant representation by front-line employees. This should report on a regular basis to the Executive Council to provide ongoing feedback on the effectiveness of the EOC initiatives and other employee matters**
- **Create a patient satisfaction survey to be given to patients prior to discharge. Implement as a pilot on inpatient and outpatient units**
- **Employee, and Patient surveys should include questions related to effectiveness of our communications and this feedback should be shared**

with IMT to assist them with the development and ongoing maintenance of the master communications plan

**5. Dissemination**

- Charge Communications Officer or Team with reviewing all campus publications and recommend elimination and consolidation as appropriate
- Develop a web based application that allows employees to subscribe and unsubscribe to optional internal e-mail list serves
- Develop periodic themes to help concentrate communications during specific times of the year.
- Coordinate calendar for non-emergent communication across campus (es. policy and procedure updates, campus announcements)
- Use actionable tag lines to reinforce key messages
- Develop a “Did you Know” website/brochure that provides information and contacts for the services and resources available to Upstate employees

**6. Ongoing Development**

- Request that IMT develop a master communication plan as a component of a more comprehensive master technology plan
- Provide educational opportunities for employees to develop skills in effective communication
- With assistance from IMT, develop and communicate standards for e-mail business etiquette using standards such as “Netiquette” by Virginia Shea and NetManners.com: Business E-mail Basics. Provide web-based training on these standards
- With assistance from IMT, develop and communicate a common greeting and standards for telephone etiquette and consider using the “Scripting for Superior Service”, process described in “The Baptist Health Care Journey to Excellence”
- Use simulated callers to audit telephone etiquette throughout Upstate

**EXPECTED BENEFITS:**

- Employees, patients, students, visitors and other interested parties will have a clearer understanding of Upstate’s MVV
- A more positive image of Upstate and the services it provides for prospective employees, patients and students
- Development of a common approach that results in more effective communication between all members of the Upstate community
- Provides a practical means for management to receive ongoing employee feedback
- More effective use of existing technology
- More effective communications secondary to predictability
- Improved survey participation

- **Reduction in unnecessary e-mail traffic**
- **Savings on duplicating, printing and postage costs**
- **Improvement in employee morale, job satisfaction and productivity**
- **Lower turnover will result in decreased cost for overtime and replacement workers; as well as reduced cost to recruit, on-board and train new employees.**

**MEASURABLE OUTCOMES:**

- **Improvement in employee and patient survey participation and results**
- **Increase in # and quality of applicants**
- **Decrease in turnover**
- **Reduction in “paper” communications and an associated reduction in costs.**
- **A reduction in number of employees counseled/disciplined**
- **Improvement in post-hire and exit interview results**
- **Increases in new patients, occupancy, utilization of outpatient services and student applications**

**RESOURCES NECESSARY (e.g. FTE, funding, space):**

- **Additional FTE’s for Communication Officer, Ombudsman and related administrative support.**
- **Public and Governmental Affairs, Public Relations and Marketing will need to be actively involved in most of these initiatives.**
- **IMT resources to prepare the master technology plan, master communication plan, communication standards, etc.**
- **Cost for outside survey services (e.g., Press-Ganey).**
- **Staff-time to conduct surveys and analyze/review the results**

**EXISTING POLICY IMPACT (if applicable):**

Would require changes to:

- **MVV**
- **Websites**
- **Development of a Master Technology Plan**
- **Possible development of New Employee Feedback policy**
- **Change in internal procedures to accommodate new roles of Communication Officer/Team and/or Ombudsman**



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### **RECOMMENDATION # 5:**

**Enhancing Quality of Work Environment for employees by providing on-site personal need conveniences**

### **PROPOSED TIME FRAME:**

**Short, all within 1-3 years**

### **STRATEGY:**

- 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. Addition of ATM's on campus. Requesting one be installed in the CAB and one in Weiskotten Hall near the library. Determine if the bank of choice should be the state credit union.**
- 3. University Police expanded 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)**
- 4. Expand the current 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)

5. 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
6. Bike racks (covered) in a secure location (quick easy win)
7. Improve access and services of on campus fitness facilities and classes and/or provide gym memberships to all employees at a discounted rate

**EXPECTED BENEFITS:**

- Improved productivity
- Decreased absenteeism
- Commitment to employee satisfaction
- Enhanced recruitment opportunities

**MEASURABLE OUTCOMES:**

- Improved employee and patient satisfaction scores
- Improvement in safety metrics
- Decrease in turnover
- Decreased absenteeism

**RESOURCES NECESSARY (e.g. FTE, funding, space):**

- Outlay of cash to begin and continue concierge services as well as physical space for services Option A) Out source the program to a company. Errand Solutions is a premier provider of custom-built employee convenience services with a specialty in healthcare. Estimate start-up cost \$30,000. Estimate annual cost \$220,000 - \$300,000. Option B) Develop the program in-house. IMT support, additional FTE's contract support. Purchasing review.
- FTE's per department head to increase University Police coverage
- Costs that may be incurred starting an elder care program
- Daycare/sickcare facilities and FTE cost

<b>EXISTING POLICY IMPACT (if applicable):</b> <b>Possibly policies related to sick calls and policies related to security</b>



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### **RECOMMENDATION #6:**

**Develop a Civility committee with broad horizontal and vertical representation from throughout the Upstate Medical University community**

### **PROPOSED TIME FRAME:**

**5 Years**

### **STRATEGY:**

- 1. It is recommended that the committee referenced above be charged to:**
  - **Review existing policies for consistency**
  - **Determine what other related initiatives are currently underway**
  - **Determine what other committees may have a role in this initiative**
  - **Determine how existing resources such as EAP may be able to help with this initiative**
  - **Utilize subject matter expert(s) from other similar institution(s) who have successfully implemented a similar initiative**
  - **Consult with Human Resources regarding the labor relations impact**
- 2. After these activities are completed, it is recommended that the committee:**
  - **Update our local union representatives**
  - **Poll colleagues (or use focus groups) for ideas on what to include in the expectations**
  - **Submit an initial 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**
  - **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 and 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 required training for managers**
- **Explore new ways of promoting and offering EAP services, (given that unprofessional behavior can be an early sign of mental illness or substance abuse).**
- **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 Upstate depts. To present their ongoing activities**
- **If these activities are coupled with a social event (e.g., reception), there would be an additional opportunity to exchange ideas and help break down barriers**

**EXPECTED BENEFITS:**

- Improvement in employee morale, job satisfaction and productivity
- Lower turnover will result in decreased cost for overtime and replacement workers; as well as reduced cost to recruit, on-board and train new employees
- Provides a tangible means to show Upstate's commitment to Civility/Culture/Respect
- Will bolster internal communications and help give Upstate employees a better appreciation of the work that is conducted in other areas of the institution

**MEASURABLE OUTCOMES:**

- 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

**RESOURCES NECESSARY (e.g. FTE, funding, space):**

The feasibility of utilizing an outside consultant with academic medical center experience or a subject matter expert from another similar institution to facilitate this process should be explored. The feasibility of obtaining extramural sources (e.g., grants that might consider professionalism in academic medical centers to be an area suitable for scholarly investigation) should be considered to fund this initiative. Following the committee's review, it may be determined that a budget, including possible FTE & OTPS, may need to be developed.

**EXISTING POLICY IMPACT (if applicable):**

Will require a new policy in the Campus Administrative Manual, as well as amendments to existing policies such as:

- HCP C-12 Fair Treatment of Personnel
- HCP C-01 Code of Conduct
- E-11 Code of Ethics
- D-11 Disruptive Behavior and Maintenance of Public Order
- E-05 Events Communication
- Medical Staff Bylaws
- Workplace Violence Prevention Program and Policy

**It will also require changes to existing orientation and on-boarding materials**



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<b>RECOMMENDATION #7:</b> Create a “Human Resource Institute” with a primary focus on educating and developing all levels of staff	
<b>PROPOSED TIME FRAME:</b> 1 to 3 years	
<b>STRATEGY:</b>	
<ol style="list-style-type: none"> <li>1. Conduct a “Learning Organization Assessment” using tools developed by Peter Kline. Reference book “Ten Steps to a Learning Organization”</li> <li>2. Development of a New Manager education curriculum for the first two years of employment. Identify courses that are a one time requirement, optional, and annual requirement. Consider the following topics in management Curriculum: <ul style="list-style-type: none"> <li>• Budgeting/Finance systems</li> <li>• Conflict Management</li> <li>• Customer Service (importance of having 3-month “check-in” assessments with new employees)</li> <li>• Delegation</li> <li>• Diversity/Affirmative Action/ EEOC</li> <li>• Effective Communication</li> <li>• Groupwise/Email</li> <li>• Hiring Resources</li> <li>• Generational Differences</li> <li>• Introduction to collective bargaining groups</li> <li>• Introduction to NYS management systems</li> <li>• Leadership</li> </ul> </li> </ol>	

- **Management of Change**
- **Payroll/Timekeeping**
- **Performance Management processes**
- **Progressive Discipline system(s)**
- **Purchasing/Materials overview**
- **Time Management**
- **Upstate Medical University: Who and where we are!**

3. **Establish a curriculum which will provide essential skill development for employees**
4. **Develop an educational plan for employees outlining expectations that employees are allowed time to attend training during work hours**
5. **Develop a campus wide mentorship program and review current preceptor program for effectiveness**
6. **Recommend that senior leadership and managers read “The Baptist Healthcare Journey to Excellence” book, organize discussion/work groups to review strategies that proved successful and determine if appropriate to implement at Upstate**
7. **Evaluate current New Employee Orientation program to incorporate a welcoming gift and timely follow up with new employees to get feedback on orientation period**
8. **Require a formal documented Departmental Orientation Program that applies to all employees entering a department (i.e. new or transfer)**

**EXPECTED BENEFITS:**

- **Improved employee and patient satisfaction results**
- **Enhanced skills for employees**

**MEASURABLE OUTCOMES:**

- **Improved employee and patient satisfaction results**
- **Monitoring of actual advancement opportunities**

**RESOURCES NECESSARY (e.g. FTE, funding, space):**

- **Training materials**
- **Possible FTE**

**EXISTING POLICY IMPACT (if applicable):**  
**None**



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### **RECOMMENDATION #8:**

**Maximize workflow and staffing effectiveness by assessing and enhancing staffing utilization**

### **PROPOSED TIME FRAME:**

**Overall short (1-3 years)**

### **STRATEGY:**

- 1. Hire a workflow re-engineering expert to focus on the workflow in our areas with turnover greater than the benchmark. Have them review opportunities for better use of staff's time based on their role, and of our resources. Consider use of technology, minimizing duplicative efforts, and ensuring tasks meet the expectations of the role. Have them make recommendations as well as educate us on how we may become more efficient and productive in high-stress, high-turnover areas.**
- 2. Review effectiveness of the Position Control process, including the role of the Position Control Committee (PCC)**
- 3. Departments with 24/7 operations will have 24/7 frontline supervision**
  - Department specific recommendations on development of 24/7 supervision. The expectation will be that staff on every shift have a direct supervisor that they report to and who is ultimately responsible for hiring/firing, evaluations, schedule, etc.**
  - Upgrade Nurse Manager title to UUP**
  - Dependant on unit size and FTE scope, 1-3 clinical managers per nursing service/unit: PEF grade 20**
  - Elimination of the PSL role (grade 18) through attrition**

- Utilization of PSL role in the interim to be further developed to focus on precepting, orientation, and unit based process improvements
4. Review current standard replacement factors to ensure adequate support for coverage and educational needs.
  5. Formalize organization of “like groups” where synergies exist in an effort to improve the culture around floating/staffing/shared work. Align certain departments or areas that can readily cover for one another/share work responsibilities. Intent is to build a team that will decrease the coverage areas and increase the support network. For example, Nursing Department RN’s would only be expected to float within their “like group”.
  6. Each department will determine quality indicators for service outcomes, accountability and review (1 year time frame for department head to develop plans). Those indicators will be used to identify needed interventions. Oversight will be through existing reporting relationships and as appropriate through quality council and administrative structure.
  7. Look at options to replace the word mandation in all policies, forms and documents as it relates to overtime. Use alternative term, such as unplanned overtime, work obligation, or professional obligation/accountability
  8. Require all 24/7 departments/units develop a plan for 24/7 supervision (if not already in place) to ensure that all shifts and staffs are adequately supervised
  9. Review and revise as necessary, on-call strategies for all 24/7 operations to reduce overtime and utilize staff most efficiently
  10. Develop a unit/department specific report that charts unplanned absences of staff, and contains metrics that would assist departments in managing this issue

**EXPECTED BENEFITS:**

- Improved staff satisfaction & retention. Decreased turnover (for all)
- Improved quality of service through being able to provide/promote implementation of comprehensive continuing education plan (by increasing replacement factor)
- By analyzing workflow, it is expected that we will find opportunity for reduction of FTE’s through elimination of duplication and clarification of roles to task. This will eventually off-set the initial outlay of FTE’s to increase replacement factor. May end up through decrease turnover and increased efficiency ultimately meeting FTE goals.

- **Team building, increased camaraderie and pride in areas. Decreased call-ins. Improvement in quality of patient care and safety by qualified staff floating/covering “like” areas.**

**MEASURABLE OUTCOMES:**

- **Improved employee and patient satisfaction survey results**
- **Decrease in staff turnover**
- **Improvement in quality indicators**
- **Decreased overtime costs**
- **Decrease in call-ins**
- **Increase in efficiency and effectiveness of services**

**RESOURCES NECESSARY (e.g. FTE, funding, space):**

- **Workgroup to examine and implement a work flexibility program**
- **Cost of workflow consultation**
- **Each department will have to have a team that is put together to look at how to better cover unexpected absence by aligning with like groups. Additional FTE’s may be required for areas that are 24/7 and may have a float pool that needs to be built or adjusted.**
- **Would have to be consistent with existing policies regarding time and attendance issues**
- **FTE’s as determined by departments**
- **Each department will have to have a team that is put together to look at how to better cover unexpected absence by aligning with like groups. Additional FTE’s may be required for areas that are 24/7 and may have a float pool that needs to be built or adjusted.**

**EXISTING POLICY IMPACT (if applicable):**

- **Staffing policies and HR policies will need to be amended based on changes implemented**
- **Use of accruals, staffing methodologies, finance policies regarding operational budget and payroll planning**



## PRESIDENTIAL SELECT TASK TEAM FINAL RECOMMENDATIONS



<b>TEAM:</b>	<b>Employer of Choice</b>
<b>CHAIR:</b>	<b>Sara Grethlein</b>
<b>EC SPONSOR:</b>	<b>Steve Brady and Mary Ellen Keeney</b>

### **RECOMMENDATION #9:**

**Enhance pride in work environment through facilities maintenance/improvements**

### **PROPOSED TIME FRAME:**

**Overall: 4-6 years**

### **STRATEGY:**

- 1. Communicate ongoing facilities improvements, maintenance and upgrade plans to staff. (coordinate with master communication plan)**
- 2. Enhance employee sense of “ownership” of facilities.**
- 3. Establish facilities common phone number that triages issues for staff and customers: Staff and customers will call one number and issue is delegated accordingly**
  - a. appropriate signage throughout facility displaying this contact number**
- 4. Necessary elements of facility improvement/maintenance plan**
  - a. Assign assessment team to identify opportunities within organization**
  - b. Evaluate priorities and feasibilities of assessment**
  - c. Assign resources**
  - d. Develop ongoing implementation plan**
  - e. Define strategies to perform ongoing monitoring and continual implementation of improvements. Track and report results.**
  - f. Define accountability for all facility/work environment areas and contents such as furniture. Must include orphaned areas.**
  - g. Review what is currently underway for facility beautification projects and develop synergies where appropriate.**

### **Considerations:**

- a. Consider “Common Areas Team” to address orphan area needs**
- b. Identify and complete common and high use area fixes first**
- c. Re-task a current role part time to focus and lead facility projects**
- d. Update and improve on-call rooms to include regular painting schedules,**

linen changes, housekeeping rounds, furniture updates, addition of televisions. Suggest efficiency kitchen items such as microwaves and small refrigerators. Create process for feedback and apply cleaning times to work around service needs.

e. assign team to assess organizational signage and establish maintenance process

f. Enhance recycling program

5. Purchase software and handheld devices used to respond to scheduling and immediate Environmental Services or physical plant needs

**Considerations:**

a. Investigate software products from EVS Software and ESC companies

b. IMT must investigate the use of both software programs. Determine if the programs have interface capabilities with either Premise or Hill-Rom

**EXPECTED BENEFITS:**

- Increase staff satisfaction with work environment
- Improved staff and customer satisfaction
- Improved staff retention
- Improved community perception
- Improved recruitment of staff and students

**MEASURABLE OUTCOMES:**

- Retention rates
- Turnover rates
- Employee and patient survey scores
- Recruitment rates

**RESOURCES NECESSARY (e.g. FTE, funding, space):**

- Working with current FTEs- consider time allocation costs
- Software: approximately \$6,000
- Other technology support, e.g. Handhelds
- FTE support for marketing/IMT to assist communication

**EXISTING POLICY IMPACT (if applicable):**

Facility plan will need policy definition



## PRESIDENTIAL SELECT TASK TEAM FINAL RECOMMENDATIONS



<b>TEAM:</b>	<b>Employer of Choice</b>
<b>CHAIR:</b>	<b>Sara Grethlein</b>
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### **RECOMMENDATION #10:**

**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**

### **PROPOSED TIME FRAME:**

**1 to 3 Years**

### **STRATEGY:**

- 1. Request that the Human Resources Department and Marketing compile data related to our competitive advantages such as: pay, benefits, largest employer in CNY, one of the few growing enterprises in CNY, public employer, smoke-free environment, onsite fitness facility and day care, etc.**
- 2. Request that the Human Resources Department compile a listing of local organizations/chapters (e.g., Society for Human Resource Management, Central New York Chapter of American Society for Training & Development, Salt City Payroll Association, Chamber of Commerce, Healthcare Association of New York State, Iroquois Healthcare Association, etc.). Once the listing of local organizations/chapters has been compiled, those with whom we do not participate should be evaluated and those with whom we do participate should be reviewed to see if more active participation could yield positive results.**
- 3. Request that the Human Resources Department and Marketing identify local, regional and national awards that are given to Employers of Choice (e.g., Best Companies to Work For<sup>®</sup> list, published annually in FORTUNE) and determine which (if any) should be pursued. In conjunction with Marketing, utilize any recognition received as a recruiting tool.**

4. **Request that Public and Governmental Affairs, Public Relations and Marketing evaluate ways that we can use our leverage as the largest employer in CNY to partner with the Chamber of Commerce and form strategic alliances with other local “Employer’s of Choice”**
5. **Look at ways to publicize Upstate’s extended campus in a manner similar to Syracuse University’s promotion of its Connective Corridor (the urban pathway/arts district that runs from the “hill” to the Near West Side)**
6. **Identify all local fund raisers that promote wellness such as the Corporate Challenge, Race for the Cure, Heart Run, March of Dimes WalkAmerica, etc. and select those that should be targeted for Upstate participation/support**
7. **Identify local events such as the State Fair, Syracuse Chiefs games, Jazzfest, etc. and determine if the sponsors would be willing to offer discounts along with an “Upstate Day” designation in exchange for our internal promotion of these events**
8. **Develop an internal communication campaign to ensure that our employees know key facts about SUNY Upstate Medical University (e.g., Part of the largest comprehensive public higher education system in the country; One of 125 academic medical centers in the United States – and the only one in Central New York, etc.)**
9. **Expand existing efforts to recognize and promote the volunteer and community involvement of our employees and retirees**

**EXPECTED BENEFITS:**

- **Data on our competitive advantages can be used to attract new candidates as well as a means to retain and motivate existing staff (it will also be needed for award applications)**
- **Active participation in our local organizations/chapters could prove to be cost effective and may provide new opportunities to network with other CNY employers**
- **Awards/Designations may contribute toward a more positive image of Upstate and the services it provides**
- **Improvement in employee morale, job satisfaction and productivity**

**MEASURABLE OUTCOMES:**

- **Improvement in employee and patient survey results**
- **Increase in # and quality of applicants**
- **Lower turnover will result in decreased cost for overtime and replacement**

**workers; as well as reduced cost to recruit, on-board and train new employees**

**RESOURCES NECESSARY (e.g. FTE, funding, space):**

- **Additional resources will be needed to apply for local, regional and national awards**
- **Public and Governmental Affairs, Public Relations and Marketing will need to be actively involved in most of these initiatives**
- **There will be an added cost for Upstate's participation in local fund-raisers/events**
- **There may be some additional costs associated with new organization/association memberships**

**EXISTING POLICY IMPACT (if applicable):**

- **No known policy impact**
- **Would require modifications to website, recruitment materials, etc.**



## PRESIDENTIAL SELECT TASK TEAM FINAL RECOMMENDATIONS

<b>TEAM:</b>	<b>Employer of Choice</b>
<b>CHAIR:</b>	<b>Sara Grethlein</b>
<b>EC SPONSOR:</b>	<b>Steve Brady, Mary Ellen Keeney</b>

**RECOMMENDATION #11:**  
**Enhance diversity**

**PROPOSED TIME FRAME:**  
**0-1 year and 1-2 year implementation**

**STRATEGY:**

1. Update the “Commitment to Diversity” statement and ask Dr. Smith to issue it to the Upstate community
2. 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.
3. 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 on maintaining compliance while building a culture that values diversity and that promotes equity and inclusiveness among faculty, staff, students and other members of the Upstate community
4. Offer specialized training on affirmative action for Upstate leaders
5. Develop displays throughout with Upstate’s Equal Employment Opportunity Statement and related topics
6. Review Diversity Council membership to ensure that there is representation of all segments of the Upstate workforce and results of the Council with

respect to its charter

7. Set expectations and hold managers and staff accountable for 1) supporting affirmative action goals, 2) embracing diversity, 3) mentoring employees to success, etc.
8. Consider the merits of developing programs that will provide: 1) an opportunity for individuals of color or diversity candidates to be mentored and 2) diversity champions within the Upstate Community to share their experiences and success stories
9. Collaborate with other CNY employers to jointly sponsor cultural events
10. Take 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
11. Announce overall and department-specific results and goals compiled for the annual (State and Research Foundation) Affirmative Action Plans
12. Ensure that employee surveys include questions related to perceptions of diversity and inclusion, and assessment of survey data in terms of gender and ethnicity
13. Identify pertinent community organizations and encourage Upstate employees to participate
14. Consider additional resources dedicated to diversity education and professional development
15. 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
16. Ensure that existing and new employee recognition programs acknowledge “diversity champions”
17. Take a leadership role among SUNY campuses and sponsor a SUNY-Wide forum on diversity
18. Assess the feasibility of applying for awards such as Diversity Inc’s Top 50 Companies

**EXPECTED BENEFITS:**

- These actions will assist in the communication of the Office of Diversity

**Action's positive, ongoing efforts to employ and advance minorities, women, individuals with disabilities, and protected Veterans**

- **Will assist Upstate in its efforts to achieve a diverse workforce and student body that reflects the population it serves**
- **These actions can be carried out by the Office of Diversity and Affirmative Action, its Diversity Council and Faculty and Staff Association for Diversity (FSAD)**
- **Improvement in employee morale, job satisfaction and productivity**
- **Lower turnover will result in decreased cost for overtime and replacement workers; as well as reduced cost to recruit, on-board and train new employees**
- **An increase in the diversity of Upstate's applicant pool**

**MEASURABLE OUTCOMES:**

- **Improvement in employee, student and patient survey results**
- **Decrease in formal complaints (e.g., grievances, Office of Diversity and Affirmative action complaints, complaints brought to outside agencies, etc.)**
- **Decrease in turnover**
- **Improvement in post-hire and exit interview results**

**RESOURCES NECESSARY (e.g. FTE, funding, space):**

- **Funds will be needed to collaborate with other CNY employers to jointly sponsor cultural events and community programs such as the Bridges out of Poverty model and Dialogue Circles on Race and Racism**
- **Funds will be needed to sponsor a SUNY-Wide forum on diversity**
- **Additional staffing in OTD and/or ODAA dedicated to diversity education and professional development**

**EXISTING POLICY IMPACT (if applicable):**

- **A review of websites, printed material, displays, etc. to ensure that they reflect the diversity of Upstate and the community we serve could result in some recommended changes**
- **All existing policies, websites, printed materials etc. would need to be updated with the new "Office of Diversity and Inclusion" name**  
**May need to update:**
  - **N-01 Non-Discrimination Policy**
  - **Campus Administrative Manual Policy 2.10 Employment: General**
  - **HCP C12 Fair Treatment of Personnel**
  - **Medical Staff Bylaws**
  - **NDM B-15 Nursing Services Responsibilities for Processing and**

**Filling Professional Nursing (UUP) Positions**

- **M04 Mandatory and Staff Education**
- **E-11 Code of Ethics**
- **HCP C-01 Code of Conduct**

**May need to also update:**

- **Mission, Vision and Values**
- **UH Customer Service Standards**
- **UH Quality Improvement Program**
- **Other publications for volunteers, students, etc.**



## EARLY SUBMISSION REQUEST FOR ENGAGING EXCELLENCE PROCESS IMPROVEMENT

Please use this form to submit ideas or identification of process improvements before your team work has been completed. Please email your submissions to your Executive Sponsor(s), requesting a meeting to review. (Please cc the submission to Deb Stehle). You will receive an acknowledgement upon receipt; and your request will be forwarded for administrative review and response within 14 days. If you have any questions related to this process or the completion of this form, please contact Deb Stehle at 464-4363.

**Employer of Choice – Quality**  
**TEAM:** Inclusion

**CHAIR:** Sara Grethlein

**EC SPONSOR:** Steve Brady / Mary Ellen Keeney

**RECOMMENDATION:** Implement Customer Service Standards

### PROPOSED TIME FRAME:

Short (completed by September 30, 2007)

### RECOMMENDED STRATEGY:

- Determine best practices at Stony Brook, Downstate, and other academic medical centers.
- All staff are encouraged to greet each other with a smile and “good morning”. Staff are also encouraged to say “thank you” for kind gestures or for helping one another.
- Hiring Managers should be required to attend “Hiring Great Employees” Training class every 2 years.
- All managers will meet with new employees at 3-month intervals (up to 1 year) to assess how they are doing in meeting our customer service standards, civility and professionalism guidelines. In addition, these sessions will provide managers with an opportunity to provide both positive and constructive feedback in a nurturing/coaching fashion. Managers should be trained on the importance of having 3-month “check-in” assessments with new employees. Standardized forms will need to be developed to help with this assessment process (keep form simple).

**EXPECTED OUTCOMES/BENEFITS:**

- **Improved employee and patient satisfaction outcomes, improved management/employee relations and expectations.**
- **Superior customer service will lead to an improved image for Upstate and greater utilization of its services.**
- **Improvement in employee morale, job satisfaction and productivity.**

**RECOMMENDATIONS FOR IMPLEMENTATIONS:**

- **Managers need to be trained on how to conduct these assessments using the acceptable forms. Managers also need to utilize 2-way communication skills when conducting these employee sessions. We need to hear their feedback to maximize their enjoyment/happiness with their jobs. The assessment forms need to be evaluated to build accountability into the process.**
- **Work with OTD to develop a training class that will be effective in training of all staff on the importance of excellent customer service skills.**

**RESOURCES NECESSARY (e.g. funding, space):**

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**EXISTING POLICY IMPACT:**

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