



Minutes from Staff Senate Monthly Meeting of June 16, 2016

Location: Zehmer Hall

Time: 11:00 AM — 1:00 PM

Attending: *See pages following minutes.*

Meeting Summary

Welcome and Announcements	Amy Muldoon , Co-Chair Maggie Stein , Co-Chair
Guest Speakers	Pat Hogan ; EVP & COO Rick Shannon ; EVP for Health Affairs
Updates	Monica Petrich, UHR Co-Chairs Elections

Welcome and Announcements

Amy Muldoon, Co-Chair; **Maggie Stein**, Co-Chair

- **Upcoming Meetings:** The July 21st meeting is a luncheon and co-chair elections; it is also the last meeting of the year for senators and alternates. The August meeting is new member orientation, so only newly elected senators and alternates need to attend as well as the executive committee.
- **Moderator for the guest speaker panel is** Meredith Gunter, Outreach Director for the Demographics Research Group of the Weldon Cooper Center for Public Service. Read her [full bio](#).

Guest Speakers

Pat Hogan; Executive Vice President and Chief Operating Officer

Rick Shannon; Executive Vice President for Health Affairs

Meredith introduced the speakers:

Both Pat and Rick are relatively new to the University and are turning UVA on its head in a very positive way by setting a clear vision, being practical in their approach and committing to making UVA a good place to work.

Dr. Shannon's portfolio is the Health System and his focus is finance and operations although quality and risk are part of his portfolio as well.

The format for the panel is three fixed questions, then an open forum.

Q: What is the big idea for your area that motivates you and you hope to incorporate into UVA?

Pat: Rick and I have been together for almost 3 years. We passionately believe in our people; there is nothing more important than people; it is the most important asset we have. The most important part of our jobs is about taking care of you, to advance your career and give you the tools to be successful. What do we need to do to remove the clutter to allow you to perform at a higher level and give you the right tools? A lot of what we are focused on right now is about empowering you.

Rick: It is a professional dream come true to be able to come to a place like UVA at this critically important time in the history of the university as we look to a third century, and then at a critically important time in the whole story of health care in the country. To be able to try and do things at UVA that can help lead the nation forward in healthcare reform is, to me, a dream come true.

I was at Harvard Medical for 17 years and 8 ½ at University of Pennsylvania and have never seen better talent across any organization than what exists at UVA. This is why the University holds this extraordinary position among other universities. The challenge for our leaders is how to we fix the systems in the University that allow all of this top talent to really be completely and fully manifested. If our third century is characterized by getting the very best out of everybody in this room and all the people that work with you, there is nothing that can't be accomplished. In medicine, I say 'doctors round on sick *patients*' — leaders round on sick *systems*; we are working to fix systems within our organization to allow all of your skills to be realized.

The big idea that links some of this together is "Be Safe." You cannot be excellent in delivering health care if patients or our team members get hurt doing it. Healthcare cost a lot of money; it costs the University a lot of money too. We can't just say "give us more" — which is the way healthcare had operated for the last quarter of a century. We have to figure out a better way to do it.

We put together a platform that begins with patient safety first; no one should ever be harmed in the course of being cared for an illness. The second part of that is no *worker* should be hurt in the course of trying to deliver care to a patient.

How many people can get hurt? It is remarkable how many nurses are inadvertently struck by confused patients; how many medical student residents get stuck by needles; how many people on the loading dock develop back strain.

The concept around Be Safe is can we get really good by focusing on **process excellence**. We're not spending a lot of time worrying about the next payment methodology etc. The essence of what are trying to do collaboratively across the University is to just get *really* good at what we do with no defect, no error, no waste, and the economics will follow.

The big idea is *Be Safe*; eliminating harm as the first step.

Pat: One of the challenges has been finding good talent. We have so many silos, so many departments, so many units, that sometimes somebody has been buried somewhere for so long and we haven't thrown sunshine and water on them to give them a chance to grow. I've been absolutely struck by some of the people I've met who have come to the forefront of projects that I've been involved in. The people I've met are so passionate and talented; all they wanted was an opportunity.

I worry about how we reach everyone in the organization. I'm going to find a room that has nothing but white boards in it. One Friday a month we are going to offer that room for problem solving. I want at least 3 business units involved. I want people to come together across units to work for four hours on a common problem. During this time, we ban emails and allow people to unleash their creativity. Too many times we've had barriers to creativity. People say they need time and space and the ability to work with other units. The talent is there; it is just giving people an opportunity to get together.

Q: Could you talk about a couple of initiatives that are in place or coming up?

Pat: The University receives about \$300 million per year in philanthropy, but we were accounting for gifts in a disaggregated way so that at the end of the year nobody who contributed to the University received a consolidated statement for giving.

As a result, we put together a centralized gift processing system. We brought together people from different units to discuss the new system. I asked people to trust me and to trust that nobody would lose his/her job. I promised that all those affected by the change to the gift processing system would still have jobs at the University. I told them that we would take care of them but they would have to go on this journey with me to a better place. At a "lessons learned" meeting about this transformation in gift giving, one woman told me that this is the first time she felt like she could really trust leaders at UVA.

At the end of the day, we want people to go on journeys with us: journeys of change, journeys of improvement. We are asking you to trust, to not accept status quo, not to accept complacency; be willing to change.

I've got 400 people involved in HR and I'm asking them to go on this same journey [Ufirst] and I'm telling them to trust me – we're going to find you a place in this University.

Q: Can you talk a little bit more about the HR initiative, Ufirst?

This gets to what Rick was talking about: putting the best tools in the hands of our people. We have an HR system that, on a performance chart, is on the low end of performance, by any measure. It is not about the people, but about the processes and the tools. Over a year ago, we began redesigning business processes -- eliminating clutter and non-value added things. We just eliminated time reporting for exempt people. We just eliminated the 10 day posting wait for external position posting.

We are bringing in an amazing new IT cloud-based tool [Workday](#). We want to put in the hands of our people and give them the ability to do a lot on their mobile devices. The world has moved on in the last 15 years of

technology. The biggest investment we made in the last 15 years in the academic division was a new phone system. We are so far behind.

Ufirst is about giving you world class business processes and a great tool so that we can improve the quality of the experience for 15,000 people across UVA. Onboarding, development, promoting, retention cannot be successful without a world class HR system.

We're reducing costs but reinvesting that money into other important initiatives around the university.

Rick: We desperately need to reorganize and consolidate some of these HR functions using modern day tools so we can meet the demands of the talent that's in our organization. It will likely mean that people that are doing a certain function today may not be doing that same function in the future.

How can I convince you there will be a function? One of the things that the University does is we are self-insured for your healthcare. Every year, the university writes a check for all the healthcare services that our employees consume. We insure 30,000 plus people (including the families). Right now, we use a third party to administer that. The University currently pays that third party about \$22 million per year to manage our healthcare system.

Why can't we manage it? What if we were to take the \$22 million and bring it in-house and take people from HR and other areas of the university and say 'help us become the coordinator of the University's healthcare plan.'

That's a tangible example of how by working together we can create new businesses for people to work in. This is how we can create modern day future jobs, not just "stuck-in" jobs that may be redone due to technology.

The other side of this is that it is important to manage the health of our workforce because it is expensive. Over the last 5 years, we've spent about \$50 million per year, almost \$160 million dollars on providing healthcare to our employees. It is rising at a slightly slower rate than the national average.

If you have to pay more for a benefit, you consume dollars that would go to wages. What if you could control the cost of healthcare and instead of increasing premiums to the university by \$11 million per year, you could make that \$11 million available for raises?

The idea behind "Be Well" is to become more actively involved in the management of the wellness and healthcare of employees. 50% of UVA employees are well. They use less than \$200 of services per year.

We all over-estimate how healthy we are. We are not necessarily actively engaged in maintaining that health. We are healthy today, but what we can do today to ensure that the health is maintained? "Hoo's Well" is the initial effort to do that. People participate in the biometric screenings but the wellness tools (caloric management, activities, stress management) are used at a relatively low rate.

How about the 50% that are sick – with high blood pressure, a cholesterol problem, or a bad back or knee? We have not actively engaged in making sure that those people get all the care they need regularly. It matters to us that you are well.

“Be Well” is a pilot program with 1200 participants. It’s an incentive system: we are paying people to actively engage in their own health. If I pay someone \$1,000 and they stay out of the emergency room, I save \$5,000.

47% of emergency room visits by employees are for non-urgent things. That costs \$15 million per year. What if we could get that care to our employees without them going to the ER? What if we had a place open on Saturday where you could get care that does not require the ER? Or a place to take your kids for their ‘wounded warriors’ sports injuries? This is what “Be Well” is -- developing capabilities to meet the needs of employees in the right place, and then trying to control the cost of care so we can use those dollars for wages and other improvements.

Pat: [Asks audience how many use the UVA pharmacy versus CVS.]

Rick: 10% of employees use the UVA pharmacy. If we moved that number from 10% to 30%, we save \$6.5 million. We are going to offer to deliver your prescriptions to your desk. We will offer generics at the same cost and also guarantee same day delivery. How can we be smarter and more nimble about meeting your needs and, in doing so, control healthcare costs? What can we do about promoting wellness?

Pat: While we are saving money, we are saving you time from waiting on line at CVS. Sometimes the simplest idea has such a powerful impact on our people.

Q: Could you each talk about the challenge that wish you could address?

Pat: One thing that slows us down is our middle manager layer. We have some great managers, but we have a lot of people with manager titles that are supervising 2 or 3 people that haven’t been given the tools or training to know how to be proper managers.

We are going to become much more streamlined in HR by redesigning business process and removing unnecessary layers and, frankly, we will need less managers. Obviously we are committed to providing the right kind of training.

Rick: On the healthcare side, I’m worried what will happen in the next 3 or 4 years to healthcare payments and costs. We have not expanded Medicaid in Virginia and we are a big provider of care to people who can’t afford it. Right now we receive some tailwind from the Federal Government to help care for those people but since the Affordable Care Act anticipated that all states would expand Medicaid, the Federal Government support begins to evaporate next year. That means the government will give UVA **\$35 million less** to care for people who can’t afford healthcare. We think that driving process excellence, getting rid of all the stuff that doesn’t add any value can make up for \$35 million. The problem is that we have to go fast.

The step that this organization is most challenged by is not talent, not money, but time. In healthcare, we have to get really good at what we do fast. This window is shutting quickly; we will begin to see Federal support for indigent care phased out for those states that have not expanded Medicare.

We need to get really good at making sure every time touch a patient, we do it perfectly so that we can do it at the lowest possible cost.

I'd like to find 30 minutes a day, by streamlining care and creating process excellence, that would allow you to spend 30 minutes, while you are at work, getting healthy. You could do yoga, or go for a walk, etc. — something built into the day that would allow our team members to promote health while working.

It's possible but we need to get working on this. How do we create better work flows that would allow 30 minutes a day to invest in yourself and your wellness?

Q: How can we as staff members contribute to help your mission?

Pat: Bring forward ideas. If something does not seem right, raise your hand and question it. Again, some of the simplest ideas are so powerful. I have a tremendous appetite for investing in tools that support our team, but I have to get input from people on what can improve the process.

Rick: Making sure that we are continuously modeling the behaviors and values that we are asking others to do. At the Health system, there is a big effort to emphasize respect for everybody. How you speak to someone really matters.

We hear: 'I'll change when I see the person that I respect acting the way they are asking me to act.' So, take a few minutes in your day to see how you act and how you interact. Is their evidence that *my* behavior is changing to reflect the values that I talk about, or am I espousing values, but not practicing them? It's a continuous opportunity to get better.

Q & A from the Senate

Q: How will these reforms affect retirees?

A: Not at all; this is about management only. No change.

Q: How do you deal with the person who says "This is the way we've always done it?"

A: (Pat) When you take the time to paint a picture for them of where we are trying to go and how we are trying to improve your life every day at the University, people get engaged very quickly. Then, there is trust. We have to deliver what we're saying. Take the time to sit down and help them understand where we are trying to go.

Last year, 177 people took early retirement. When we lose someone due to turnover or performance, most of the time it is not a failure of the individual, it is a failure of processes, leadership, and management.

Q: Is there a vision for more connectivity with the Health System and Academic side?

A: (Pat) The health plan is already the same. There are currently three different HR systems; the same thing with procurement and finance. We will be pursuing transformation projects and journeys in those areas as well. Over the next five years, organizations will come even closer in alignment; look for more common

processes, common technology, and common ways to communicate. We have multiple email systems; we are trying to get to where we just have one.

(Rick) The beauty of this University and the role of the Health System is how intimately linked they are. At Penn, the health system was completely separate from the University. There are lots of opportunities to benefit from the good work and process improvement that's going on in each side.

The idea of change and how to manage change in a big organization where people have been here for a long period of time is perhaps our biggest challenge. There is something tactical we are trying to do. First, who are the coalition of the willing? Who are the people who see the hope that is the change? How do you get them to work closely with leadership to get the result? Once you get the result, you can make the disbelievers see the future.

When I find disengaged team members, it is largely because they lost sight of the important role they play in the institution.

After the big snow storm last winter, most of the other (Martha Jefferson, Augusta) healthcare systems around the region were shut down and their emergency rooms were closed. UVA was *open* and it was open for one reason: Facilities Management cleaned the roads to allow ambulances to get to UVA. On a day where people could go no place else, three people arrived with heart attacks — lives were saved at UVA. So, how important is a Facilities person? Facilities, not cardiologists, helped save three lives that day.

Q: What about an employee-only facility for the Medical Center?

A: (Rick) Here's an idea, not a plan. We're building a new bed tower and ER. Everyone at UVA will have a private room. The basement of the new bed tower is un-programmed. It is about 30,000 square feet. One thought was that we could cordon off an area in the bottom of the new bed tower to create some kind of health and wellness center for people on that side of grounds. We are going to try to make the facility closer to where people are.

(Pat) Is there anybody here who works at North Research Park? We are getting ready to start another building up there and we're insisting that the next building needs to have a health club in it and a conference center because these folks are so removed from our facilities and grounds. I think it is a good question to raise and something we need to give some consideration.

(Rick) We want you to get healthy at work, not have to leave work to get healthy.

UHR Updates

Monica Petrich, UHR

- The Center for Leadership Excellence has redesigned their [website](#). New courses are published; navigation is easier.
- The Fall Fitness challenge runs from August 1 through October 28. There are 3 steps that can earn your \$500.
 1. Biometric Screening (\$200)
 2. Online health assessment (\$100)

3. Fall fitness challenge (\$200)

There are reasonable alternatives for each step. Questions: hooswell@virginia.edu

- Question about the BOV pay raises: *No answer yet.*

Co-Chair Updates

The co-chairs election is in July. (There will be no secretary because we will have a part-time person taking minutes.) Candidates for co-chair are Maggie Stein and Jess Wenger. [Maggie & Jess made a brief statement.]

Co-Chairs Annual Report [\[full report\]](#)

- **Forged relationships across ground to encourage collaborations that promote staff well-being, open avenues for communication and support the work of the Senate**
 - Established the Staff Senate Advisory Board
Placed representatives from EVP-COO, Provost, VP-Health Systems, UHR, Faculty Senate and Organizational Excellence on the Board
 - Met with offices around grounds to provide staff input regarding President's Diversity Recommendation Index, the University's cornerstone plan, the UFirst program, Hoo's Well "Culture of Health" assessment, SOM coordinator
- **Continued to develop a robust Staff Senate that will thrive for years to come**
 - Provided guidance and support to Staff Senate committees
 - Direct support*
 - Met monthly with exec. committee to hear about committee work and provide support and guidance
 - Met with individual committees to provide more focused support:
 - OE and Advocacy & University Partnerships to set goals/direction
 - Newsletter working group to determine direction
 - New Membership Coordinator and SOM Coordinator
 - Membership chairs to discuss elections/bylaws
 - Indirect support*
 - Brought in guest speakers to support committee initiatives and reached out to University administrators to help promote committee initiatives or to track down information
 - Worked with UHR to establish a part-time Staff Senate administrator and a budget for the Senate, including redesign of website in Drupal
 - Developed opportunities for leadership in the Staff Senate: moved to committee co-chairs, developed coordinator positions and made these positions available to alternates.
 - Worked with Center for Leadership Excellence to develop training for executive committee
 - Rewrote the mission and scope and reworked the bylaws - numerous times to more accurately reflect our work

Committee Updates

Advocacy [\[annual report\]](#)

The committee focused on compensation and invited UHR to do a "Compensation 101" presentation. Another focus was on educational benefits (with additional HR presentations). The Pay subcommittee produced an explanatory document (final touches happening right now). Educational benefits were

researched at other schools and the results were presented to UHR along with a letter that included suggestions for improving the benefit. The parental leave document submitted to UHR will be part of the website overhaul so the benefit information will be more transparent. Research on policies at other schools is complete; that will be sent to the HR working group shortly. The Wellness subcommittee has been talking with IMRec Sports and also has done research regarding gym access at other schools.

Mike Ludwick will continue as chair next year with Brandy Amos as co-chair.

Looking Ahead:

- Continue to monitor the changes to the education benefit
- Continue to talk with HR about parental leave
- Reward and Recognition
- Gym facility at the Medical Center
- Continue working with HR regarding pay, rewards, and evaluations

Elections Update

Timeline: For those units affected, the elections should be happening right now.

Chris Doran will be chair of the Membership Committee next year. Please send election results directly to him at: cad7v@virginia.edu. Results should be in by June 30.

What to do after elections are final: [instructions also on Collab]

1. Close the Election Survey
2. Notify candidates about results
3. Announce the winners
4. Send names to Membership (Chris Doran)

Sample letter to new senator/alternate includes mention of the August 18th orientation session.

Note: The election coordinator position is still open. The coordinator does not hold elections; only to manage the process.

Membership [[annual report](#)]

- Maintained membership list and tracked monthly meeting attendance
- Partnered with the Center for Leadership Excellence (CLE) to brainstorm and ultimately propose professional development programs to be incorporated into regular Staff Senate meetings
- Planned first new member orientation for August 2016
- Partnered with University Human Resources (UHR) on annual luncheon
- Reviewed membership in order to create and communicate 2016 elections plan
- Created alumni list

Looking Ahead:

- Partner with Membership Coordinator to improve tracking and maintenance of membership and attendance
- Implement incorporating professional development programs into regular Staff Senate meetings, evaluating effectiveness along the way

- Evaluate effectiveness of new member orientation and, ideally, continuously improve for years to come
- Review and assess current policy for running elections when candidate(s) run unopposed

Communication [[annual report](#)]

- The Staff Senate Newsletter was created; it will feature Staff Highlights, Committee News, and Upcoming Events section and be distributed via email through the Staff Senators. First edition is September.

Looking Ahead:

- Develop a best practice/guidelines for an effective newsletter.
- Maintain the Facebook site and the Collab site.

University Partnerships [[annual report](#)]

- Redefined the committee's charge and goals in order to clarify and focus the nature of our partnerships and to take active roles in fostering respectful engagement with University groups.
- Created a communication plan for establishing contact with a liaison on other university committees and a procedure for communicating information received from the liaison to the larger Staff Senate.
- Identified four University Committees, upon which existing Staff Senate members serve, to pilot the communication plan before expanding efforts to additional committees.
- Made connections to the Faculty Senate and Student Council, while working to determine how Staff Senate should engage, if at all, with the Board of Visitors.
- Received guidance on engaging with high level University partners and gave advice and support to Staff Senate Chairs in fostering those relationships.

Looking Ahead:

- Cultivate and refine communication channels between Staff Senate and other University committees and groups.
- Expand connections and establish liaisons with additional University committees and groups.
- Work with Staff Senate Executive Committee to send a staff representative to the open portion of Board of Visitor meetings.
- Identify additional opportunities to engage with members of the University community in order to ensure the voice of Staff Senate is heard.

Next Meeting:**Thursday, July 21, 2016****Harrison/Small Library Auditorium**

11:00 AM – 1:00 PM

Annual Appreciation Luncheon and co-chair elections

Staff Senate Meeting Attendance -June 16, 2016

Schools/Business Unit	Senator	Attended?	Alternate	Attended?
Athletics & IM Sports	Schnell, Brett		Davis, Becky	
Audit/Compliance/Emergency/Police/Treasury			Castle, Molly	
Business Operations/ Dining/ Housing/ Parking/ Printing/ Bookstore	Garwood, Cindy	Yes	Hunter, Katrina	
	Peek, Kathy			
College of Arts & Sciences	Stein, Maggie	Yes	Lamb, Jennifer	
	Zylstra, Mieke	Yes	Short, Rachel	
Curry School	Rhea, John	Yes	Kiley, Ryan	
Darden School	Weissman, James	Yes	Skriloff, Nick	
Engineering School	Cornell, Jan		Mauler, Jennifer	
Facilities Management	Bryant, Brett		Taylor, Duane	
	Campbell, Tony		Shifflett, Molly	Yes
	Wenger, Jessica	Yes	Kevin Lawrence	
	Werlitz, Norman	Yes	J.R. Richardson	
	Stinnie, George		Smith, Jamel	
	Thompson, Tosh	Yes	Covington, Richard	Yes
	Birckhead, Michael		Rose, Reggie	
Finance/ Comptroller/ Budget/ Architect/ Procurement/ Real Estate/ Gov Rel	Doran, Chris		Galasso, Lynn	Yes
	Ludwick, Michael	Yes	Hoffman, Kobby	Yes
Frank Batten School	Crombie, Amanda		Bainter, Hannah Rose	Yes
Human Resources Central & HR Development	Small, Michelle	Yes	Ober, Diane	Yes
Information Technology: CIO/ ITS/ Communication Services	Buynak, Arlene		Cuadros, Pat	
	Hyder, Brandy		Townsend, Tony	
Law School	Morris, Sherry		Bennett, Holly	
Library Services (excludes Health Sciences Library)	Corey, Bill	Yes	Amico, Lorenza	Yes
McIntire School	Amos, Brandy	Yes	Ehrenberg, Peggy	
Office of Advancement (includes Development Office & Radio Station)	Davidson, AJ	Yes	du Pont, Westley	

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Schools/Business Unit	Senator	Attended?	Alternate	Attended?
President's Office (includes Diversity & Equity, EOP, Communications, and Mi	Adkins, Lee Ann	Yes	Prailey, Tammy	
Provost	Henriksen, Melissa		Carter, Nyshae	
	Muldoon, Amy	Yes	Rorem, Anna	
School of Architecture	Goldman, Melissa		Smith, Cynthia	
School of Continuing & Professional Studies	Merryman, Kelly	Yes	Shugart, Dannelle	
School of Medicine	Cross, Tina		Guy, Penny	
	Harris, Amanda		Logan, Elida	
	Johnson, Andrea	Yes	Clarke, Jill	
	Kriigel, Nancy		Blough, Elizabeth	
	Stepanski, Mary	Yes	Sullivan, Diane	
	Yowell, Leslie	Yes	Kish, Alex	
	Foster, Sandra	Yes	Strickler, Edward	Yes
School of Nursing	Marsh, Della	Yes	Oswalt, Jackie	
Student Affairs / Student Health	Murray, Sandi	Yes	Eckert, Tim	
VP for Research (Environmental Health & Safety, Comparative Medicine)	Peairs, Bill		Mathes, Donna	Yes
Ex-Officio	Morris, Nina	Yes		
	Newsome, Eric			