

**HUMAN RESOURCES DEPARTMENT
FISCAL YEAR 2012 GOALS / ACCOMPLISHMENTS**

STRATEGIC PLANNING GOALS COMPLETED IN COLLABORATION WITH UWMF AND UWSMPH

Goal: Complete additional phases of the Premier Leadership Blueprint Program

Accomplishments:

- Senior leaders (VP and SVP) across UW Health participated in the Premier Leadership Blueprint, a 360-degree feedback program
- Group report completed and evaluated by UW Health's HR Leaders, and proposed action determined for presentation to CEOs

Goal: Develop a common performance evaluation tool for UWMF and UWHC

Accomplishments:

- After a thorough assessment, UWMF decided not to participate in a common performance tool
- Capital funding garnered for an FY 2013 implementation of the PeopleSoft e-performance tool
- Utilized group of operational leaders to develop the new UWHC performance tool

Goal: Begin communication of the UW Health Performance Standards to include in FY 2013 performance evaluations

Accomplishment:

- Garnered approval of the common performance standards from executive teams across UW Health
- Distributed brochures related to the new standards for discussion during FY 2012 performance evaluations

Goal: Continue to advance the concept of full UW Health education and development integration with target date of 2014

Accomplishments:

- Numerous classes offered across UW Health and some specifically for UWHC

Statistics	FY 2012	FY 2011
Number of Learners	11,000	
Hours of Training (including Health Link and technical training)	50,000	46,000
Course or Module Completions	40,000	56,000

Class Name	FY 2012 Students #	FY 2011 Students #
Crucial Conversations	55	42
DISCovering Breakthrough Communication Strategies	238	293
Learning the Rules of the Road I	20	n/a
Learning the Rules of the Road II (ADA, FMLA, Workers Comp)	13	24
Selecting the Right Employee	15	30
Service Excellence I	24	50
Service Excellence II	41	68
Service Excellence III	32	35
Service Excellence IV	20	40
Striving for Excellence	10	27
The Road to a Harassment-Free Workplace (Physician/Manager)	179	200

The Road to a Harassment-Free Workplace – Staff	476	265
Class Name	FY 2012 Students #	FY 2011 Students #
MS Office training programs offered year round	134	187
Supervisor leadership training for Environmental and Food Services	60	60
UW Credit Union Financial Training Program	45	9
Team-based coaching and training (i.e., 12 in-service programs)	80	n/a
Introduction to PFCC	63	n/a
Situational Leadership	29	n/a
UWHIN basics (individual CBT modules or classes)	676	n/a

- New Employee Orientation
 - Included a focus on Patient-and Family-Centered Care
 - Synchronized content with UWMF to align the onboarding programs for both organizations
 - Graduated over 1,100 new employees from the program
- School at Work – UWHC only
 - Launched the seventh School at Work program with seven participants; in September 2012, will launch the eighth class, anticipating a combined graduation in May 2013
- Health Link (a/k/a Epic) and technical training
 - Across UW Health, offered 340 different live classes, computer based training (CBTs) and podcasts with 8,900 completions
 - Built a test-out option for new resident Health Link assessment – eliminated over 200 hours of redundant training
 - Rebuilt initial training for all Health Link users – accelerated learning while increasing end-user skills
- Other Courses and Content
 - Created over 20 video and CBT modules across a wide range of topics for use across UW Health including compliance, Medicaid Overview, Medicare Overview, Microsystems, PeopleSoft upgrade, Hand Hygiene, UWHIN and process improvement, and Revenue Modeling
 - Supported the development and delivery of enterprise-wide process improvement training for UW Health Improvement Network (UWHIN)

Goal: Complete integration of an EHS database and virtual EHS integration

Accomplishments:

- Working across UW Health, established common practices for TB testing, flu vaccine, significant exposures (bio-hazard injury), follow up with respect to employees who are already Hepatitis B immune and mask fit testing
- Selected STIX as new EHS database system
- Performed N95 respiratory mask fit testing on 741 employees in high-risk positions; this represents 66% of employees in these positions
- Achieved 83% compliance with influenza vaccination with 84% compliance for clinical staff members; this is the third consecutive year we have had vaccine compliance rates greater than 80%
- Managed 322 blood and body fluid exposures in FY 2012 compared to only 286 in FY 2011
- Managed 27 infectious disease exposures impacting 258 employees in FY 2012 compared to only 8 exposures impacting 270 employees in FY 2011
- Implemented a Hazardous Drug surveillance program for employees who handle chemotherapy drugs
- Updated immunization status for all employees without documented immunization for Hepatitis B

Goal: Fully develop a business plan and goals for a newly configured Wellness Options at Work staff wellness program, while meeting the Thrive wellness goals; and provide leadership on the development of the main campus Fitness Center

Accomplishments:

- Successfully crafted the business case for operating a main campus fitness center; while gaining support from UWMF and UWSMPH; current plan is to initiate build in first quarter of FY 2014 while FY 2013 will be spent surveying staff, designing the center, determining how to equip and operate the center, and building support from Watertown and Unity
- Wellness Options at Work – With UWMF and UWSMPH HR colleagues, integrated programs; classes; and resources across UW Health. Program highlights:
 - Unique visits increased by 6% over FY 2011 (14,870 visits in FY 2011)
 - Hosted 2,489 unique UW Health faculty and staff participants in Wellness Options at Work programming during FY 2012 increasing by 6% over FY 2011 (14,870 visits in FY 2011)
 - Initiated a Wellness Options at Work monthly e-newsletter
 - Offered first-ever Wellness Survey; 4,927 UW Health faculty and staff responded (results forthcoming)
 - Provided leadership for UWHC’s first-ever Health and Healing Week and coordinated the following components:
 - Relaxation sessions
 - Introduction to Acupuncture
 - Stress Relief Resources booth
 - Keynote Speaker event
 - Madison b-cycle booth
 - Walking Maps at 14 Different UW Health Worksites
 - Complement Your Health with Super Foods Demonstrations
 - Offered individual and team incentive programs, including:

Class	FY 2012 Participants	FY 2011 Participants
Maintain Don’t Gain	705	691
Spring Training	1,283	1,243
Small Steps to a Healthier You	669	675
On-site fitness classes	613	659
Bike to Work week	n/a	n/a
Cycling	261	254
Knitting	11	8
Golf	40	40
Snowshoe	51	47
Self Defense (NEW)	30	n/a
Weight Watchers	82	82
Diet Free Program	435	274
Community Supported Agriculture program – expanded to five locations	242	242

- Testimonials
 - Spring Training

“I’m proud that I stuck with the program even when life got in the way. The exercise really helped control my stress level and was a nice escape at the end of the day.”
 - Small Steps

“Overall, my activity/energy level has gone up and I am very happy knowing that I am making healthier choices for my life. Also, I know the program was over by last week, but I ran a mile without stopping for the first time in my life!”

Diet Free

"It amazes me that 8 wks out, practicing the 8 habits, I have dropped 10 lbs, with no suffering or deprivation. It is empowering to really know that I get to decide--no diet is making rules for me to break! Thanks for making this program available to me."

"I have literally learned how not to diet!!! I make choices now rather than try to diet. I have honestly switched to using whole grain for pasta and bread (two of favorite foods)! I eat more fruit than ever before in my life. Veggies have really never been a problem for me but fruit? Not sure why but I never really had it with my meals or snacks for that matter. Now it seems to be my salvation. I just really can't tell you all this program has done for me. I see my habits as different than before that's a given. I can talk myself into or out of anything and to me it's all about that!!! Choice!"

"This was an excellent program. It is a healthy, common sense approach to better health and weight loss. It was easy to follow and I loved the fact that you didn't have to weigh and measure everything. I did a lot of tracking, but enjoyed that. I have significantly cut down on my fats, sugar and salt. Everything she said about losing the taste for those was true. For example, I had a different yogurt on vacation and it tasted WAY too sweet. I mastered just about all of the habits but continue to work on the couple that are the most difficult for me. Everything was very helpful. I read the novel, attended weekly classes, read the class material and loved the videos."

- NEW *My Time to Move* programming (modeled after Go Red for Women program):
 - Offered to faculty and staff with four or more cardiovascular risk factors and the desire to implement exercise into their lives, but don't know where to start
 - Included 1:1 and small-group coaching sessions that met regularly in a structured, accountable and inspirational environment, with one goal: to help individuals take the first steps to add exercise into their lives
 - Testimonial
 - "This class provided a positive way to set goals for personal wellness in a supportive, confidential atmosphere. May be particularly helpful for those who may have found exercising challenging in the past due to age-related or other health issues. I found I always felt better after a session--a positive break in the middle of the day."*
- Nutrition Programming Highlights
 - 500 calorie meals station offered and promoted to UW Health faculty and staff through complementary tastings and sessions with a clinical nutritionist
 - NEW - Promoted *Cooking Outside the Box* video demos with UWHC Chef John
 - NEW - Collaborated with UWHC Culinary Services and UWHC Clinical Nutrition to create *My SmartChoice* designation (Wellness Options at Work branded apple) at UW Health dining venues
 - Reviewed and updated menus at each Four Lakes Café station to offer numerous items meeting *My SmartChoice* criteria
 - Wellness Options at Work apple posters include simplified nutrition information (calories and saturated fat)
 - Complete nutrition information and ingredient lists available through U-Connect on the Food Services webpage
- Stress Management Programming Highlights
 - Created colorful Relaxation Kits (featured at Health and Healing Week)
 - Hosted thirty-two 15-minute Relaxation sessions for faculty and staff (using relaxation kits)
 - Promoted UW Health's Mindfulness-Based Stress Reduction classes and retreats that are offered at a discounted rate to faculty and staff
- Committee Involvement:
 - UWHC Health & Healing Committee (Kunz, Scherschel)
 - UW Health East-side Campus Health and Wellness committee (Kunz, Riehl)
 - UWHC Healthy Cafeteria Committee (Mihm)
 - UWHC Nutrition Committee (Mihm)

- Wisconsin Worksite Wellness Committee (Riehl)
- Wellness Council of America (Riehl)
- Thrive (Riehl)
- Active America (Riehl)
- Wellness Tours (Bultema, Kunz, Hartjes)
 - Lands' End, August 2011
 - NorthPointe, April 2012

Goal: Continue to integrate employee / faculty activities such as appreciation and community service events

Accomplishments:

- With UWMF and UWSMPH HR colleagues, integrated faculty and staff seniority certificates at UWHC Employee Appreciation Week picnics
- UWHC only - Coordinated and co-hosted Camp Randall suite for former UWHC Employees of the Month and their guests to attend football game on September 1, 2011
- UWHC only - Revamped UWHC's manager on-the-spot *Thanks for Caring* employee recognition program; updated program with new gifts and now reflects the new UW Health values and performance standards
- UWHC only - With Public Affairs, revamped the UWHC Holiday Employee Charitable Giving program and selection process to better engage UWHC staff. FY 2012 funds were distributed on behalf of UWHC employees as follows: Rainbow Project (\$10,000); Research, Education, Action and Policy (REAP) (\$5,000); Restoring Hope Transplant House (\$5,000)
- With UWMF and UWSMPH HR colleagues, offered integrated:

Activity	FY 2012 Participants	FY 2011 Participants
UW Health Days of Caring	204	100
UW Health Kickball Tournament	276	240
UW Health Community Service Awards and Reception	3	3
UW Health Chicago Shopping Trip	207	200
UW Health Bowling Tournament	208	210
UW Health Physician Excellence Awards and Reception	4	4
UW Health Military Recognition Reception	11	
Expanded UW Health Faculty and Staff Discounts Program	n/a	n/a

Goal: Continue to establish uniform employment-related policies

Accomplishments:

- With UWMF and UWSMPH HR colleagues, assisted in the development of a common UW Health policy addressing Professional Boundaries and Therapeutic Relationships that was implemented July 1, 2012
- Continued working with UWMF and UWSMPH HR on joint policies regarding gifts and nepotism

Goal: Implement an integrated team recognition program

Accomplishments:

- Collaborated with UWMF to develop a program proposal
- Submitted budget request to implement the program in FY 2013

Goal: Continue expanding the use of social media in UW Health recruitment

Accomplishments

- Successfully implemented LinkedIn recruitment strategy after initial three-month pilot with UWMF; 1,729 followers (increased from 721 followers in FY 2011)
- Continue utilization of Facebook; 1,093 likes (increased from 902 likes in FY 2011)
- UWHC only - QR code added to Nurse Residency promotional material
- Conducted social networking and job board mining to find potential applicants
- Piloting Skill Survey – Web-based 360 pre-hire tool for reference checking (UWMF piloted this tool last year and expanded to full year's contract)

UWHC GOALS

Goal: Deliver education related to Patient- and Family-Centered Care

Accomplishments:

- Piloted an introduction to PFCC class with 63 participants; well received and will be slightly revised to be the foundation for ongoing education
- With the assistance of about 40 people, including physicians, UW Health leaders and PFAC members, developed a proposal for two-tier model for education for five constituent groups; with Tier one focusing on awareness and Tier two addressing practice changes with interdisciplinary teams

Goal: Refine recruitment and selection processes to better screen for patient- and family-centered care attributes, performance improvement, service excellence and other job specific requirements

Accomplishments:

- Increased Recruitment staff awareness of PFCC through participation in a PFCC webinar, December 2011
- Incorporated PFCC questions into interview and screening forms
- Updated interviewing templates to incorporate behavioral interviewing questions related to performance improvement
- Increased questions during the telephone screen to further screen for PFCC
- Included PFCC question on reference form
- Continued the use of skills assessments for front-line staff to monitor for service excellence potential

Goal: Develop the leadership and management skills of front-line managers, directors, vice presidents and senior vice presidents; and develop all levels of leaders on managing in a changing environment

Accomplishments:

- Implemented a three-month "Managing in a Changing Environment" curriculum that launched August 2011 – 97% of all leadership (supervisor through CEO) completed the three modules
- Launched a revised new manager orientation (Compass) pilot; program designed to accelerate the performance and cultural integration of new managers; content was synchronized with UWMF to potentially serve as a combined program
- Developed a proposal for a 18-24 month Leadership and Management Education curriculum

Goal: Continue to implement and develop the infrastructure for talent development, leadership development and succession planning

Accomplishments:

- Refreshed the top talent identification with senior leaders
- Continued to advance development opportunities with senior leaders:

- Rebecca Wieczorek completed United Way Loaned Executive program and was then offered and accepted additional responsibilities for cardiovascular service line on interim basis
- Deb Tinker selected for United Way Loaned Executive program
- Various leaders given stretch and interim assignments

Goal: Foster employee engagement and hardwire employee engagement in all goal work; administer annual Employee Engagement Surveys and focused surveys as appropriate

Accomplishments:

- Administered quarterly employee engagement mini-surveys in August, November and May and the full Engagement Survey in February

	Jun 2012 Mini-Survey	Feb 2012 Full Survey	Nov 2011 Mini-Survey	May 2011 Mini-Survey	Feb. 2011 Full Survey	Nov. 2010 Mini-Survey	August 2010 Mini-Survey
Participation Rate	72%	83%	73%	58%	84%	62%	58%
Engagement Score	n/a*	73%	n/a*	72%	73%	72%	74%

* Not available because only two questions that are not part of the engagement index score

- Led employee engagement action planning for executives and others as requested
- Continued to distribute "First 90 Days" book to all newly hired Directors

"I wanted to thank you for looking out for me and giving me "The first 90 days." There is so much coming my way, and I have to tell you the day I got this book, I had just received an e-mail asking me to make a decision. This was in my second week in my position and I was just telling myself, that I have no clue what to do because I have no idea what they do. This book emphasizes that you have to 'plan to learn and you have to find the best source of insight.' I am sticking to it, and I am slowly finding my way around. Watkins is right when he says, internal and external customers will not let you take a leisurely stroll up the learning curve - that made me laugh at myself and actually encouraged me to get up and figure things out. So thank you. I am having fun, and learning a lot and meeting a lot of great people along my path."
- Continued to invite operational leaders to attend/present 10 out of the 12 monthly HR Department meetings
- Continued to begin each HR Department meeting with kudos
- Continued to send birthday cards to all HR staff with personal messages
- Continued to send service anniversary cards to some of the HR staff members
- HR Listening Sessions – scheduled two-hour open sessions with various work groups
 - Health Information Services, May 2012
 - ITS, March 2012
 - Nursing – Home Care / Coordinated Care, February 2012
 - U-Station, October 2011
 - West Clinic, September 2011
- Job Shadowing – spent four hours working with line staff
 - Breast Center, April 2012
 - Cafeteria, November 2011
- Patient Visits / Rounds
 - HVT & Oncology, May 2012
 - Infusion Center, March 2012
 - Hemodialysis, March 2012
 - General Patient Rounds, October 2011
 - Individual Patient Visit and Phone Call, September 2011
 - B6/6 – Hematology, Oncology, BMT, August 2011
 - West Clinic, August 2011

- Attended Employee Forums and Nightly Walkarounds
- Attended Employee Picnics
- Co-hosted, EOM Badger Football, September 2011
- Launched engagement best practice presentations by managers at Department Manager meeting, June 2012

Goal: Continue to implement UWHC corporate communication strategies including communication of the strategic plan progress

Accomplishments:

- Monthly meetings with Public Affairs and Marketing
- With Public Affairs and Marketing, created the “I Love My Job” video
- Launched monthly rotating screen savers that feature employee quotes related to the UW Health values and Great Place to Work survey categories .
- Created the *Celebrating UW Health Faculty and Staff* blog on UConnect, which serves as a central location to promote UW Health recognition programs

MISCELLANEOUS DEPARTMENT GOALS

Goal: Continue to work with UW Health Leadership to keep them focused on the environment and supporting staff regardless of representation by collective bargaining units

Accomplishments:

- Incorporated content in the Managing in a Changing Environment program
- Transferred UWSMPH Trades employees to UWHC and converted all Trades employees to non-represented status after a substantial revision of their compensation and benefits package
- Assisted managers in moving WPEC and Trade employees to non-represented status
- Kept this message front and center in all ELR and HR Consultant work

Goal: Continually educate and coach managers to not disrupt the collective bargaining unit relationship during this transition period

Accomplishments:

- Supported UW Health’s new Digestive Health Center staffing efforts, which included merging approximately 40 existing staff from UWMF and UWHC into the new entity and hiring a new management team
- Provided coaching related to the staffing plan for an integrated UW Health ITS structure and the East side Health Care Campus

Goal: Rationalize common HR practices and policies in a non-represented environment

Accomplishments:

- Working with a group of operational leaders, completed the process of rationalizing non-represented policies and four labor contracts
- Received Executive Council endorsement
- Implemented these changes as the WPEC and Trades employees moved to non-represented status
- Will continue to work on rationalization of policies unique to other contracts

Goal: Implement revised rounding rules

Accomplishments:

- Implemented change in time clock rounding rules from always rounding the shift up to the nearest 1/10 of an hour to rounding each punch to the nearest 1/10 of an hour

Goal: Develop a UWHC HR strategic plan based on Baldrige principles

Accomplishments:

- Conducted two retreats with HR leaders and others identified in the talent identification process to begin the process of developing a UWHC strategic plan
- Reviewed approximately eight Baldrige applications, specifically related to workforce planning, engagement and leadership development
- Used the Baldrige criteria to identify opportunities and gaps in current HR work
- Preliminary draft completed

Goal: Continue to develop HR talent

Accomplishments:

- Conducted two retreats to identify HR talent and developmental needs and identify successors for specific positions
- Reorganized the Human Resources Department
- Empowered two directors to lead HR operations by promoting Gary Johnson to HR Director position with increased responsibility for Recruitment and a HR Consultant model (a/k/a business partner model), and promoting Thom Weiss to Director of HR Operations position with increased responsibility for HRIS
- Developed HR Consultant model that calls for four senior HR Consultants to lead HR teams and work directly with the operational leaders in four major client groups including Patient Care Services, Professional Services, Business Operations and Ambulatory Services, and Facilities and Support Services; filled the first two positions with internal candidates

Goal: Assist in recruitment of executives

Accomplishments:

- Recruited Jocelyn DeWitt, CIO for UW Health
- Recruited Chris Green, CMO
- Recruited Ralph Turner, VP for Facilities and Support Services
- Facilitated the promotions of Sue Sanford-Ring, VP, UW Health Quality and Patient Safety; and Mike Dallman, UHC President and Vice President UW Health Regional Development

Goal: Develop a plan for requesting ETF to allow UWHC staff with Unity Insurance to focus on wellness, fitness and provide incentives to those staff members through reduced premiums

Accomplishments:

- CEO and three SVPs met with ETF to discuss the topic of a wellness program
- In support of ETF's request for HMOs to come to the table with wellness and HRA proposals, participated in Unity's vendor review and wellness program planning

ADDITIONAL ACCOMPLISHMENTS AND ACTIVITIES

Recognition

- Named one of Working Mother's 100 Best Companies for Working Mothers (sixth time on the 100 Best list) – *Working Mother Magazine* award
- Named a 2012 Working Mother of the Year, Christine Williams, Supervisor, who attended Working Mother Congress – *Working Mother Magazine* award
- Named one of Working Mother's Best Companies for Hourly Workers – one of 12 (third year) – *Working Mother Magazine* award
- Employee Pride Recipient, Diana Hanson, Senior Administrative Secretary – Wisconsin Hospital Association award
- Gold AHA Start! Fit Friendly award (fourth time) – American Heart Association award
- Worksite Fitness Innovation award (second time) – American Heart Association award

Act 10 and Act 32

- With the assistance of ITS and Payroll, transferred all Board employees to the Authority; this required 6,000 manual entries to manage both payroll and benefit entries
- In collaboration with ITS and Payroll, revised the payroll system to modify pre-tax deductions and new contribution levels for benefits
- Implemented change in vacation accrual policy from fiscal to calendar year for non-represented employees
- Implemented Act 10 provisions which included increased health insurance premiums and increased employee Wisconsin Retirement System (WRS) contributions taken on a non-taxable basis
- Implemented a supplemental pay program to help transition employees into the new benefits structure and lessen the impact on take-home pay
- Communicated changes in health insurance plan design including the change from a "first dollar benefit" to a \$500 single/\$1,000 family annual deductible.
- Managed and communicated other changes in benefits including:
 - Change in employee eligibility from .5 FTE to .6 FTE (technically 0.58)
 - Change in eligibility for coverage of adult children from maximum of age 27 to age 26
 - Change in premium deductions for two months in advance to one month in advance, resulting in a one month "premium holiday"
 - Change in WRS vesting from immediate to five-year cliff vesting
 - Addition of a Roth option to the Wisconsin Deferred Compensation 457 plan
 - Change in tax status of adult children's health insurance benefit as a result of Act 49

Scholarships and Tuition Reimbursement

- Continued support of two Executive MBA Presidential Scholarships. Hannel Tibagwa and Paul Hayes graduated in May 2012. Hannel was subsequently promoted to Director of the new Digestive Health Center
- Awarded five ADN to BSN or MSN scholarships
- Awarded two Educational Support scholarships
- Over 550 employees participated in the UWHC Tuition Reimbursement program in 2012, with a total reimbursement of over \$1.3 million

Youth and Workforce Programs

- Coordinated the INROADS program, hosting three summer interns
- Coordinated the Boys and Girls Club TOPS intern program, hosting one summer intern
- Coordinated the Boys and Girls Club TOPS career exploration summer program; 25 high school students toured UWHC
- Accepted an intern from the Workforce Development Board's Middle College Program (and coordinated a second intern to work at UWMF)
- Hosted a half-day healthcare careers exploration event for the Workforce Development Board's WorkSmart program

- Supported placement of Project Search participants

Recruitment

- Since vacancy represents a picture of time and varies by month, the chart compares the most recent vacancy rate to the same months of the last two fiscal years, and national benchmarks as available. Overall vacancy has declined and is between the 50th and 75th of the benchmarks.

	National Benchmarks	6/30/2012	6/30/2011	6/30/2010
Overall	2.4% - 50 th percentile 0% - 75 th percentile	1.91% (127.5 FTEs)	3.63% (235.42 FTEs)	2.82% (178.56 FTEs)
Nurse Clinicians	1.4% - 50 th percentile 0% - 75 th percentile	0% (0 FTEs)	1.11% (16.2 FTEs)	0% (0 FTEs)
Imaging Specialists		0.07% (1.04 FTEs)	1.09% (1.69 FTEs)	1.37% (2.11 FTEs)
Clinical Pharmacists		5.39% (6.73 FTEs)	3.85% (4.65 FTEs)	2.084% (2.51 FTEs)

- UWHC continues to position itself as a great place to work, attracting 19.8 applicants for every vacant position (average for last 12 months) and having a 98% offer acceptance rate (for last 12 months).
- Overall Time to Fill increased by 3.5 days this year, but remains close to or better than benchmarks:

Benchmark 2012	FY 2012	FY 2011	FY 2010	FY 2009
44 days – 50 th percentile	40 days	36.5 days	34.5 days	43.1 days
35 days – 75 th percentile				

- Time to fill for nurse clinicians decreased by 1.49 days:

Benchmark 2012	FY2012	FY 2011	FY 2010	FY 2009
44 days – 50 th percentile	30.1 days	31.5 days	34.8 days	51 days
35 days – 75 th percentile				

Additional Metrics

- FY 2012 hires = 1,476
- FY 2012 applications = 31,845
- FY 2012 Hire a Vet Program = 8 hires
- Travelers / Local Agency = 173 hires
- Project Search = 12
- Consultants = 94
- Nursing:
 - Experienced nurse hires = 156 (compared to 73 in FY 2011)
 - New graduate nurse hires increased by 68% (158 hired for FY 2012 compared to 94 hires in FY 2011)
 - Advanced BSN to ADN ratio to 78.9% FY 2012 with 172 of the 218 RNs hired having BSNs and an average of 8.7 years of experience; the “The Future of Nursing” recommendation is to increase the proportion of nurses with a baccalaureate degree to 80% by 2020
 - Held Nurse Residency Brunch
 - Attendees from 20 nursing schools in 7 states
 - Hires from 14 schools in 4 states
 - 300 applicants for program
 - 85 attendees at the brunch
 - 45 nurse residents hired

- Expanded “waiting list” strategy for qualified applicants who are interested in specific areas with no vacant positions to include physical therapists, physical therapy assistants, occupational therapists, and nurses
- Utilized “continuous recruitment” positions for difficult-to-hire areas so there is always an opportunity to accept applications for these areas
- Built partnerships across UW Health to develop effective recruitment strategies aligned with UWHC goals and objectives
 - UWMF
 - UWHC nurse recruiters meet quarterly with UWMF nurse recruiters
 - Network with UWMF to ensure we are referring candidates within UW Health appropriately
 - Utilize UW Health display for combined recruitment events
 - Continue to utilize shared UW Health branded recruitment materials for combined recruitment
 - Co-sponsored Nursing Matters luncheon
 - Joint sponsorship at WSNA / WNA Fall 2011
 - Jointly explored and evaluated pre-employment assessment
 - Continue partnership with UW Health CareerBuilder initiative
 - UW School of Nursing
 - Participated on panel of nurse recruiters to address job searching / resume building
 - Continue with representation on Nurse Residency Advisory Board
 - Network with Nurse Residency Liaison to explore ways to obtain nursing instructor recommendations on top candidates
 - Involve Nurse Clinicians in Recruitment Efforts
 - Conducted Nurse Resident Panel at Nurse Extern Celebration luncheon – Summer 2011
 - Conducted Nurse Resident Panel Residency brunch
 - Staff Nurse in Pediatrics assisted with recruitment at Pediatric Society of Nursing National Conference – April 2012
 - Invited previous Nurse Residents to Lunch and Learns promoting Nurse Residency Program
- Diversity and Community Efforts
 - Secured UWHC support and placement of three interns graduating from Urban League’s Healthcare Administrative Training Program (HATP)
 - Participated in selection process for HATP program participants
 - Continue to work collaboratively with Project Search program
 - Utilize Minority Nurse website to attract minority candidates
 - Utilize Umoja magazine and website to attract minority candidates
 - Active member of EOC Employment Subcommittee (Collier)
 - Conducted YWCA mock interviews in partnership with EOC Employment subcommittee
 - Jointly sponsored Spectrum Diversity Advertisement with UWMF
 - Partnered with UWMF and Unity as presenting sponsors for the Workplace Diversity and Leadership Summit

Turnover

- The turnover rate is annualized over a rolling 12-month period. The chart includes the overall and voluntary turnover for 12-months ending FY 2010, FY 2011, and FY 2012. Turnover for FY 2012 has been trending downward from a high of 10.72% in March 2012.

	National Benchmarks	FY 2012	FY 2011	FY 2010
Overall	10.10% - 50 th percentile 8.3% - 75 th percentile	Total 10.49% Voluntary 8.40%	Total 9.89% Voluntary 7.72%	Total 8.03% Voluntary 6.53%
Nurse Clinicians	8.40% - 50 th percentile 6.4% - 75 th percentile	Total 7.74% Voluntary 7.01%	Total 7.44% Voluntary 6.79%	Total 5.84% Voluntary 5.55%
Imaging Specialists		Total 6.37% Voluntary 5.09%	Total 5.75% Voluntary 4.47%	Total 3.91% Voluntary 3.26%
Clinical Pharmacists		Total 4.26% Voluntary 4.26%	Total 7.94% Voluntary 7.94%	Total 2.50% Voluntary 2.50%

- First year turnover 13.4%, compared to benchmarks of 21.5% at the 50th percentile and 14.9% at the 75th percentile, brings us to the top quartile of the market
- Nationally, turnover is higher as people perceive the economy to be recovering. Pharmacy turnover has turned down significantly since last year.

Retirements:

- Retirements are relatively the same as last year. Legislative changes continue to have an impact

FY 2012	FY 2011	FY 2010	FY 2009	FY 2008
111	114	81	68	71

Free tax preparation and filing

- Offered free tax preparation and filing for employees with a household gross income of \$49,000 or less
- Certified tax preparation specialists held 317 sessions and promoted various tax credits
- Program was offered in partnership with UW Extension and UW Credit Union (UWCU)

Value	2012 Tax Season Results	2011 Tax Season Results
Total # of Returns Completed	268	188
Federal and State Refunds Awarded	\$587,277	\$458,182
Education Credits Awarded	\$51,846	\$39,115
Earned Income Credit Claimed	\$73,521	\$34,029
Average Adjusted Gross Income	\$32,432	\$33,266

- One employee commented, *"Thank you for offering the Tax Prep program! The benefit is wonderful. I can't tell you how much I appreciate UWHC offering this program."*

Back-up Care Program

- Continued to offer Back-up Care program for employees to receive back-up care for any adult, child, or elderly loved one
- Program showed an increase in employee utilization of 5%
- 760 UWHC employees are registered for the Back-up Care program; 2,620 hours of care were utilized by 76 unique employees in FY 2012
- Continue to receive positive employee feedback regarding usage of this program

Care.com

- Rolled out Care.com agreement for both UWMF and UWHC faculty and staff as our newest work / life program offering
 - Program was launched July 1, 2012; 719 employees registered for the program that month and close to 400 employees registered for the program within the first 24 hours of launch
 - One employee commented, *"Thank you for providing this opportunity to connect to providers! I have used Care.com in the past when looking for care providers for special needs. This is a great service. Thank you."*

Compensation

- Communicated performance for, and paid first year of manager/director incentive award. Communicated mid-year performance for FY 2012
- Responded to 76 claims for unemployment benefits
 - 15 claims were taken to hearing
 - 9 claims taken to hearing were withdrawn or ruled in our favor
 - 26 displaced worker cases were closed YTD calendar year 2012 vs. 56 in all of calendar year 2011

HRIS

- Implemented an upgrade of PeopleSoft HR and Payroll to version 9.1
- Supported interfaces for MedHub (GME tracking system) and RiskMaster (risk management, discipline, grievance, and litigation tracking software)
- Developed and communicated first draft of manager scorecards to over 250 managers to be used as information source when assessing manager performance

Employee and Labor Relations

- Discipline/Grievances/Arbitrations/Agency Complaints (Equal Rights Division/EEOC):
 - 630 disciplines processed
 - 132 grievances processed (78 WSEU, 54 SEIU)
 - 2 arbitrations held – both with SEIU
 - 8 Equal Rights claims processed
 - Assisted UWSMPH, UWHC's Medical Affairs and UWHC legal in over 40 investigations involving physicians
- Instituted an orientation plan to provide 1-on-1 orientation and mentoring for all new managers hired in 2012
- Partnered with the Academy to provide subject matter experts for management training classes including: Managing in a Changing Environment, Compass, Performance Management and Engagement Survey
- Completed 2012 wage reopener with SEIU limited to general wage adjustments and a Clinical Advancement program within budget and on time; additionally, reached agreement with SEIU on management's proposal to implement a Clinical Advancement program, which is designed to reward professional practice based on demonstrated merit
- Processed 4,566 State of Wisconsin background checks for new hires and renewals; submitted and processed 691 out-of-state background checks for new hires; total of 5,257 background checks completed

Community Activities

- United Way of Dane County's Former Loaned Executive Board (Kunz)
- Account Executive for the United Way of Dane County (Kunz)
- Continued as trustee for Madison College District Board of Directors (Bultema)
- Continued as a member of the Madison College Health Information Technology Advisory Committee (Bultema)
- Continued as trustee and elected Chair-Elect of Workforce Development Board of South Central Wisconsin (Bultema)
- Continued as member of Healthcare Workforce Alliance of South Central and Southwestern Wisconsin (Bultema, Weiss, and Hughes)
- Continued as member of Wisconsin Hospital Association's Council on Workforce Development (Bultema)
- Continued as member of the University Health System Consortium's Human Resources Officer Council (Bultema and Johnson)
- Continued as member of the University Health System Consortium's Chief Learning Officer Council (Selix)