UW Health Workforce Committee

June 18, 2020, 1:00 - 2:30 PM

https://uwhealth.webex.com/uwhealth/onstage/g.php?MTID=e2c494468f5c0abf4b8ee58fec1e00a24
Meeting Number: 120 618 7747 // Password: 061820

**ADVANCE MEETING MATERIALS ARE POSTED FOR REFERENCE. OCCASIONALLY, THE POSTED MATERIALS DO NOT REFLECT CHANGES MADE SHORTLY BEFORE OR DURING COMMITTEE MEETINGS. THE FULL COMMITTEE MINUTES ARE THE OFFICIAL RECORD OF FINAL COMMITTEE ACTION**
<table>
<thead>
<tr>
<th>Time</th>
<th>Section</th>
<th>Description</th>
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<tbody>
<tr>
<td>1:00 PM</td>
<td>I. Call to Order of Inaugural Meeting</td>
<td>Mr. Paul Seidenstricker</td>
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<tr>
<td>1:00 PM</td>
<td>II. Welcome and Committee Introductions</td>
<td>Attachment - UW Health Workforce Committee Membership</td>
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<tr>
<td>1:05 PM</td>
<td>III. UW Health Workforce Committee Charter Review</td>
<td>Mr. Paul Seidenstricker, Attachment - UWHCA Workforce Committee Charter</td>
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<tr>
<td>1:15 PM</td>
<td>IV. Workforce Planning Update</td>
<td>Ms. Betsy Clough, Presentation - Workforce Planning Update</td>
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<tr>
<td>1:25 PM</td>
<td>V. RN Listening Session Update</td>
<td>Ms. Betsy Clough, Presentation - RN Listening Session Update</td>
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<tr>
<td>1:35 PM</td>
<td>VI. Closed Session</td>
<td>Mr. Paul Seidenstricker, Motion to enter into closed session pursuant to Wisconsin Statutes 19.85(1) (e), for the discussion of the following confidential matters, which for competitive reasons require a closed session: discussion of the following matters; review of RN employment data, employment planning and strategy, and RN Shared Governance Update; and, pursuant to Wisconsin Statutes section 19.85(1)(g), to confer with legal counsel regarding these and other matters.</td>
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<td>2:30 PM</td>
<td>VII. Adjourn</td>
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Attachment

UW Health Workforce Committee Membership
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<thead>
<tr>
<th>Name</th>
<th>Role</th>
<th>Phone</th>
<th>Address</th>
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<tbody>
<tr>
<td>Mike Jones</td>
<td>UWHCA Board Member Role</td>
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<td>777 North Van Buren Street Apt 1206 Milwaukee WI 53202</td>
<td><a href="mailto:mjones@uwsa.edu">mjones@uwsa.edu</a></td>
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<tr>
<td>Linda Scott, PhD, RN, FAAN</td>
<td>UWHCA Board Member Role</td>
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<td>UW School of Nursing 701 Highland Avenue Madison, WI 53705</td>
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<td>Paul Seidenstricker</td>
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<td>Jennifer Alexander</td>
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<thead>
<tr>
<th>Name</th>
<th>Relationship</th>
<th>Title</th>
<th>Phone</th>
<th>Address</th>
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<tbody>
<tr>
<td>George Kamperschroer</td>
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<td>Elizabeth Trowbridge MD</td>
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<td>Thomas Zdeblick MD</td>
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<td>Member 8</td>
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<tbody>
<tr>
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<td>Gina Goodwin</td>
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<td>608-821-4884</td>
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<td>Patti Meyer</td>
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<td>Susan Rees</td>
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<td>Joyce Vue</td>
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<td>608-263-9830</td>
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<td>Kelly Wilson</td>
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<td>Amy Carril</td>
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05/8/20 updated
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UWHCA Workforce Committee Charter

Final

Approved 03/26/20
1. **Purpose.**

The Workforce Committee of the Board of Directors (“Board”) of the University of Wisconsin Hospitals and Clinics Authority (“UWHCA”, and together with University of Wisconsin Medical Foundation, Inc., “UW Health”) shall provide leadership and oversight and shall assist the Board with understanding and addressing issues of importance to the UW Health workforce, and sustaining a best place to work environment for UW Health’s employees and staff.

2. **Composition.**

The Workforce Committee shall consist of no less than five (5) and no more than nine (9) individuals as designated by the Chairperson of the Board and shall include no less than three (3) members of the Board. The following UW Health executives shall be invited to participate in meetings of the Workforce Committee and shall serve as executive staff to, not as members of, the Workforce Committee: the UW Health Chief Executive Officer, the UW Health Chief Operations Officer, the UW Health Vice President Human Resources, and the UW Health Chief Nursing Executive.

Members of the Workforce Committee shall serve until their resignation or removal by the Chairperson of the Board. Vacancies in the Workforce Committee shall be filled by the Chairperson of the Board in accordance with the committee composition requirements set forth in this charter.

3. **Duties.**

The Workforce Committee shall have the following duties and responsibilities:

a. Work to better understand and provide recommendations and oversight regarding issues of importance to the UW Health workforce and to ensure and sustain a best place to work environment including, but not limited to:

   - Employee voice and engagement throughout the organization;
   - Employee recruitment and retention;
   - Fair and just culture;
   - Bilateral communication; and
   - Talent development.

b. Provide coordination and aggregation of information and data relevant to the
duties and responsibilities of the Workforce Committee resulting from work of other UW Health leaders, councils, workgroups and internal sources addressing workforce, workplace, and employee issues and initiatives.

c. Such other matters as may be assigned to the Workforce Committee by the Board from time to time.

4. Authority.

a. Professional Advisors. The Workforce Committee shall have the authority to engage independent advisors as the Workforce Committee deems necessary or appropriate to carry out its duties and responsibilities.

b. Employee Meetings. The Workforce Committee shall have the authority to direct any employees of UW Health to meet with the Workforce Committee as deemed necessary or appropriate to carry out its responsibilities.

c. Expenses. The Workforce Committee shall have the authority to incur expenses that are reasonable and necessary to carry out its responsibilities.

d. Other. The Workforce Committee shall have such other authority as may be granted to it by the Board from time to time.

5. Meetings and Procedures.

a. Meetings. The Workforce Committee shall meet as often as it deems necessary in order to perform its responsibilities but no less than semi-annually. A majority of the Workforce Committee members present in person or electronically (to the extent electronic participation is permitted) shall constitute a quorum for conducting business at a meeting.

b. Open Meetings Law. Meetings of the Workforce Committee shall be subject to the State of Wisconsin Open Meetings Law. The Workforce Committee may meet in closed session in accordance with the State of Wisconsin Open Meetings Law.

c. Manner of Acting. Workforce Committee decisions shall be made according to the following model, assuming a quorum is present: first by consensus; if a consensus cannot be reached, then by a vote of a majority of the members of the committee present at the meeting; and finally in the case of a tie vote, the Chairperson of the Board shall cast the tie-breaking vote after being provided with full information necessary for the evaluation and assessment of the pending issue.

d. Reports to the Board of Directors. The Workforce Committee shall report at regular intervals to the Board of Directors, but no less than semi-annually.
 Limitation on Duties.

The Workforce Committee shall discharge its responsibilities and shall access the information provided by UW Health’s management and other internal sources as appropriate. The Workforce Committee shall not have the authority to take any action that is inconsistent with the corporate governance documents of any UW Health entity or applicable law.
Workforce Planning Update
Workforce Planning Update

For UW Health to meet our patient care and strategic objectives within a rapidly changing landscape, we will require a workforce that is:

✓ Diverse
✓ Sustainable
✓ Right-Sized
✓ Appropriately Skilled
Key Deliverables

- September UWHCA Board of Directors
  - Strategies and tactics
  - Measures of success
  - High level action plan
  - Implementation leadership team
  - Communication plan
Non-Provider Workforce Strategy
Project Timeline

March 3rd
Strategy Development Meeting #2
Future State Visioning, Outcome Measure Themes

SLC 3/23

April 6th
Strategy Development Meeting #3
Environmental Assessment, SWOT

SLC 4/10

April week 4
Strategy Development Meeting #4
Strategies and Tactics

June week 4
Strategy Development Meeting #5
Strategy Refinement and High-Level Themes

SLC

June week 2
Strategy Development Meeting #6
Formulate Detailed Tactics, Finalize Scorecard

SLC

August week 2
Strategy Development Meeting #7
Finalize Action Plans

SLC

August week 4
Strategy Development Meeting #8
Prepare for Implementation

SLC

September 24
Board Retreat

SLC
Reassessing the Environment: COVID-19 Impact On Healthcare Workforce

- **Increasing unemployment**
  - May present an opportunity for our workforce

- **Policy and regulatory changes**
  - Opportunity to increase existing capacity

- **Attractiveness of the healthcare sector**
  - Perceived high infection risk, couple with healthcare financial challenges may deter candidates
UW Health will be recognized as an employer of choice that attracts and retains a highly diverse, skilled and innovative workforce. Staff will feel empowered in a highly inclusive culture that promotes learning, advancement and success. This workforce will deliver on the UW Health vision of Remarkable Healthcare and will contribute positively to the health and well-being of the communities we serve.
Draft Program Strategies

1. Maximize talent acquisition capabilities
2. Invest in system-wide professional/career development programs
3. Create an inclusive culture that promotes diversity
4. Maximize workforce capabilities to efficiently deliver Remarkable Healthcare
Next Steps

- Finalize strategies and detailed tactics
- Solidify outcome measures
  - Definition, baseline data
- Stakeholder engagement
- Communication planning
- Detailed implementation planning
RN Listening Session Update
UWHCA Board Member Listening Sessions Purpose

- To provide an opportunity for board members to hear directly from frontline nursing staff
- To provide an opportunity to engage in 2-way dialogue with nursing staff
Three sessions offered at various times and locations

- West Clinic, University Hospital, The American Center

2 to 3 board members per session

Consider a core set of questions

UW Health staff will support the process
UWHCA Board Member Listening Sessions Participants

- Currently employed UW Health Nursing staff
- Diverse backgrounds, work assignments and experience
- Effort will be made to include new voices
Follow-up and Next Steps

- Confirm board member participation
- Plan for soliciting participants
- Plan logistics and schedule for July in-person sessions
  - *Phase 2 Forward Dane*