



# Human Resources Plan FY 2025

## **Human Resources Processes**

### **Planning**

Each service line of the hospital takes responsibility for defining the qualifications, competencies and staffing necessary to fulfill the mission of the department in carrying out the mission of the institution. Each department develops an annual Scope of Service statement that includes a description of the staffing model it uses; the basis for this staffing, including the qualifications and competencies upon which the staffing model is based; and how it will handle variances. These are approved by hospital administration.

### **Providing Competent Staff**

Staff is provided through traditional employer-employee arrangements, with the hiring process and ongoing employment processes handled by the Human Resources department (HR). In a few instances, some services are provided through contractual arrangements with third-party entities. These contracts are arranged through and approved by hospital administration.

### **Assessing, Maintaining, and Improving Staff Competence**

There is a formal requirement for performance evaluations of all hospital employees. The policy allows for more frequent performance evaluations than annually at the discretion of a manager or supervisor. Results of the performance appraisal process are reviewed and analyzed for trends in performance deficiencies that might be addressed through training. HR provides training and performs mock audits on a regular basis to increase overall levels of competency. Current and new Joint Commission (JC) HR standards training is provided to each manager, and audits are conducted working toward full compliance of competency assessments.

### **Promoting Self-Development and Learning**

Each department is encouraged to provide group in-services and continuing education to its employees. Each department is charged with identifying learning needs and providing them in efficient and cost-effective ways to employees, avoiding duplication of effort and resources.

The HR department provides a series of training workshops for managers at all levels of the organization regarding:

1. Administration of the labor contract between The University of Toledo Health Science Campus and the union that represents most non-supervisory employees;
2. Relevant management topics/issues;
3. Public Administration and Public Employment;
4. Relevant Labor and Employee Law;
5. Customer Service Excellence;
6. Talent Management: Professional development including leadership training, succession and workforce planning, etc.;
7. Workforce training and development related to managerial affirmative action responsibilities, diversity workforce initiatives, nondiscrimination compliance and reasonable ADA workplace accommodations. Other seminars are provided as needed throughout the year.

HR has created tools for employee development. Individual development planning benefits the institution by aligning employee training and development efforts with the mission and vision of the University. Managers

develop a better understanding of their employees' professional goals, strengths, and development needs, which can result in more realistic staff and development planning. Employees identify their professional career goals and development needs; create an action plan to include various training and development opportunities that will help achieve those goals and meet those needs. Managers and employees work together to complete the employee's development plan; however, employees are ultimately responsible for taking the initiative for their professional development.

### **Mission Statement**

The HR team mission is to provide strategic and high quality services to students, staff, and faculty in support of the university's mission to improve the human condition and be a transformative force in the world.

### **Competency Assessment Process**

In addition to the performance evaluation process, there are a variety of competence assessment tools that are used by patient care departments to assure the ongoing competency of clinical staff. As part of the orientation of each clinical staff person to their department and job duties, there is an initial assessment of competence performed by each department. On an ongoing basis, other competence assessment activities include tools to measure competence on equipment, a staff person's ability to deliver care to patients of particular populations to which the staff person is assigned, and medication delivery protocols. An assessment of the department population is conducted to be sure population-specific needs are being met. These assessments are performed throughout the year. Results are maintained by the department.

Competence assessment may take a variety of forms. Some are observed skill documentation, testing, simulation, return demonstration, and other measures. HR is conducting ongoing education and training sessions with the management team, as well as performing mock audits on a regular basis to increase overall levels of competency. Follow-up is provided on a regular basis, working toward full compliance. Successful collaboration among HR, staff development, and clinical departments continues to further the online competency initiatives, resulting in increased staff and management productivity as it relates to training and documentation of competencies.

### **Identification of Employee Job Description Review and Revision Processes**

Official job descriptions shall be maintained in the Human Resources department. Any new job descriptions may be presented from the department to Human Resources for review and pay setting. There is only one job description per job title. There are resources on the HR total rewards web pages that provide information on process and procedures.

Job descriptions are often reviewed and updated during the performance appraisal process. Another opportunity for review and revision of a job description is when requesting a replacement hire for a single incumbent position. This is an ideal time to review the job description to determine if it accurately describes all the duties, responsibilities, and qualification.

Descriptions of jobs which are in the bargaining unit cannot be substantially added to while an incumbent is holding the job without conferring with HR regarding pay equity issues that may have to be bargained with the union. Likewise, as a state institution, any classified job for which major job duty changes are proposed will require a conference with HR prior to implementation for purposes of ascertaining the potential for reclassification.

### **Overview of the Performance Evaluation Process**

UToledo's policy requires all employees to receive an evaluation. Performance evaluations are tracked by HR. Training is provided that includes JC requirements. Institutional compliance is tracked on a regular basis, working toward full compliance. Tracking is based on content, criteria, verification of qualified assessor, legibility of signatures, etc.

Performance evaluation is criteria-based, wherein the criteria against which performance is evaluated are the duties and responsibilities of the job as described in the job description for each position. Performance evaluations may be performed more frequently at the manager's discretion.

All evaluations are maintained as permanent records in the employee's personnel file. Evaluations are reviewed with employees by the manager or supervisor who completed the evaluation. Employee comments are welcomed. Employees have access to their personnel files at any time to review their contents and may add comments after the fact if they so choose.

## ***The University of Toledo Medical Center*** **Human Resources Strategic Plan** **FY2025**

### **Mission:**

The Human Resources (HR) mission is to provide high quality services to students, staff, and faculty in support of the university's mission to improve the human condition and be a transformative force in the world.

### **Primary Customers:**

- ❖ Entire University (staff, faculty and students for all campuses)
- ❖ Senior Leadership of the University
- ❖ The University of Toledo Medical Center and Ambulatory Clinics
- ❖ Management
- ❖ Hospital Administration
- ❖ Faculty and Staff

### **Key Results Sought:**

1. Thought leadership in all areas of HR management and people practices.
2. Continuous improvement in HR processes to optimize efficiencies.
3. Development of effective leadership tools, methodologies, and programs.
4. Ensure that policies, practices, HR-related JC standards, and collective bargaining agreements support the objectives of departments and ensure compliance.
5. Improve our results continuously and incrementally by tracking performance via metrics.
6. Maximize our use of technology for efficiency.
7. Provide consultative services in contract administration throughout the University.
8. Streamline succession and workforce planning.
9. Talent management and professional development, including leadership training, succession and workforce planning, etc.

## Goals:

1. Provide strategic service to the University, particularly with respect to improving the culture of the organization through interest-based problem-solving.
2. Provide outstanding customer service to the University in the areas of strategic recruitment/employment, labor relations, benefits, compensation, affirmative action compliance, and HR business information accessibility.
3. Review and work to enhance the current Banner HR Information system (HRIS) to provide timely and accurate business information to leaders from the system. Enhance self-service options for employees to access job information, submit feedback, and update professional development goals, ensuring a seamless and user-friendly experience. Automate reminders for performance reviews and streamline competency tracking.
4. Continue to develop and implement competitive and cost-effective employee benefits programs across the entire University that enhance employee recruitment and retention.
5. Successfully negotiate collective bargaining agreements with the American Association of University Professors (AAUP), American Federation of State, County and Municipal Employees (AFSCME), Communication, Workers of America (CWA), The University of Toledo Police Patrolmen's Association (UTPPA) and the Fraternal Order of Police (FOP). Facilitate timely processing of grievances.
6. Partner with the General Counsel's Office to review and continue to merge, where appropriate, University HR policies to reflect the needs of the University.
7. Provide management development training opportunities to both new and seasoned managers on core management skill sets to enhance and improve management performance and competence.
8. Ongoing evaluation of:
  - a. Compliance with Joint Commission related HR standards,
  - b. Mock audits on employee files with all clinical departments, and
  - c. Clinical contractor compliance.
  - d. Continue to provide/organize:
9. Communication and education on HR standards;
10. HR, disease-specific and specialty chapter meetings with all applicable departments; and
11. Continue working with staff development and clinical departments to further the online competency initiatives.
12. Provide succession and workforce planning to ensure proper staffing levels.
13. Continue to monitor trends and changes in healthcare reform.

# ***STAFFING EFFECTIVENESS PLAN***

## ***The University of Toledo Medical Center FY2025***

In an effort to strengthen the assessment of the staffing effectiveness at The University of Toledo Medical Center (UTMC), defined clinical and human resource indicators will be monitored. These indicators will be used to evaluate staffing trends and potential areas for improvement.

### ***Staffing Plan for the Human Resources Department***

#### ***The University of Toledo Medical Center***

#### ***FY 2025***

- I. Indicators Used for Determining Staffing Requirements
  - A. The range of services specified in the annual Scope of Service document.
  - B. Legal and regulatory compliance requirements, both for the administration of human resources and for institutional policies and practices for which HR can provide expert consultative assistance.
  - C. The annual budget available to allocate to the HR functions, as approved by the Board of Trustees.
  - D. Standards of professional HR practice and areas of specialization within the field of human resources practice. As such standards evolve in the healthcare industry in particular, as well as business management in general, the staff of The University of Toledo Human Resources department acquire knowledge and skills through professional associations and societies, professional journal reading, attendance at continuing education conferences, etc.
  - E. In the judgment of the HR leadership, the allocation of budgeted dollars between support staff and professional staff.
  - F. Other institutional circumstances, short-term and long-term, that have direct impact upon the demand for HR services.
  
- II. Current Staffing
  - A. Currently, there are 46 staff members in the HR department supporting The University of Toledo Medical Center and UToledo Main Campus, providing services in employment, labor relations, benefits administration, compensation administration, employee relations, diversity initiatives, affirmative action plan, equal opportunity employment, wellness and HRIS. The Senior Associate Vice President and Chief Human Resources Officer leads the Human Resources Department. HR staff provides assistance to all university employees. HR partners with stakeholders to develop new ways to deliver services including increased access to key tools online, electronic communication and more staff may be supplemented by available paid and unpaid interns from The University of Toledo, and students of the University. Appropriate assignments are provided for interns allowing for learning opportunities, and suitably supervised by professional staff.
  
  - B. The Senior Associate Vice President and Chief Human Resources Officer has full authority to determine the number and types of human resources professionals to deploy for the institution.

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