



THE UNIVERSITY OF TOLEDO
MEDICAL CENTER

Human Resources and Talent Development Plan FY 2018

Human Resources and Talent Development Processes

Planning

Each service of the hospital takes responsibility for defining the qualifications, competencies and staffing necessary to fulfill the particular 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 and Talent Development Department (HRTD) on the Health Science Campus. In a few instances, there are some services 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 evaluation 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 which might be addressed through training. HRTD provides training and performs mock audits on a regular basis to increase over all levels of competency. Current and new Joint Commission (JC) human resources standards training is provided to each manager and audits are conducted working towards 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 HRTD department provides a series of training workshops for managers at all levels of the organization regarding: 1. Administration of the labor contract between University of Toledo Health Science Campus and the union which 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. Other seminars as needed throughout the year.

HRTD has created tools for employee development: Annual Goal Setting and the Individual Development Plan. 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 HRTD team mission is to provide value added resources and timely, compassionate services to The University of Toledo Community.

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 orientation of each clinical staff person to his or her 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 particular pieces of equipment, on a staff person's ability to deliver care to patients of particular populations to which the staff person is assigned, or perhaps new 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 by department managers. 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. HRTD is conducting ongoing education and training sessions with the management team as well as performing mock audits on a regular basis to increase over all levels of competency. Follow-up is provided on a regular basis working towards full compliance. Successful collaboration between HRTD, staff development, and clinical departments continue 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

Job descriptions are maintained at the departmental level and departments are encouraged to send updates to HRTD; which maintains a central repository for current job descriptions. There are three opportunities for review and revision. The first is on an annual basis when departments review and potentially revise their departmental policies. Descriptions of jobs which are in the bargaining unit that covers most non-supervisory employees cannot be substantially added to while an incumbent is holding the job without conferring with HRTD regarding pay equity issues which may have to be bargained with the union. Minor revisions can be made at the department's own initiative. Likewise, as a state institution, any classified job for which major job duty changes are proposed, require a conference with HRTD prior to implementation for purposes of ascertaining the potential for reclassification.

The second opportunity for review and revision of a job description is when there is turnover of a position. When requesting a replacement hire for a position, it is the ideal time to review the job description for the position to determine if it accurately describes all the duties, responsibilities, and qualifications the department requires in a replacement employee.

The third opportunity for review is at the time of the employee's performance evaluation. A change in departmental operation is also a time when a job description might need to be revised, and again, may require the assistance of HRTD.

Overview of the Performance Evaluation Process

UT's policy requires all employees to receive an evaluation. Performance evaluations are tracked by HRTD. Training is provided to include 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 a criteria-based format, 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 anytime to review their contents and may add comments after the fact if they so choose.

University of Toledo Medical Center

Human Resources and Talent Development Strategic Plan

FY2018

Mission:

The Human Resources and Talent Development (HRTD) team mission is to provide value added resources and timely, compassionate services to The University of Toledo Community.

Primary Customers:

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

Key Results Sought:

1. Thought leadership in all areas of human resources management and people practices
2. Continuous improvement in HRTD processes to optimize efficiencies
3. Development of effective leadership tools, methodologies and programs
4. Ensure that policies, practices, H.R related Joint Commission 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 efficiencies
7. Provide consultative services in contract administration throughout the university
8. Streamline succession and workforce planning
9. Talent management, 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 and human resource business information accessibility. Review and work to enhance the current Banner Human Resources Information system (HRIS) in order to provide timely and accurate business information to leaders from the system. Assess and improve the

People Administration System and provide timely, accurate business processes to department leaders in regards to the recruitment and retention process.

3. Continue to develop and implement competitive and cost-effective employee benefits programs across the entire university that enhances employee recruitment and retention.
4. Successfully negotiate collective bargaining agreements with the 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). Timely processing of grievances.
5. Continue to partner with the General Counsel's Office to review and continue to merge, where appropriate, university human resources policies to reflect the needs of the university.
6. Provide management development training opportunities to both new and seasoned managers on core management skill sets to enhance and improve management performance and competence.
7. Ongoing evaluation of:
 - a. compliance with Joint Commission related H.R. standards;
 - b. mock audits on employee files with all clinical departments;
 - c. clinical contractor complianceContinue to provide/organize:
 - a. Communication and education on HR standards;
 - b. H.R. disease specific and specialty chapter meetings with all applicable departments.
 - c. Continue working with staff development and clinical departments to further the online competency initiatives.
8. Provide succession and workforce planning to ensure proper staffing levels.
9. Continue to monitor trends and changes in Healthcare Reform.

STAFFING EFFECTIVENESS PLAN

University of Toledo Medical Center FY2018

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

Staffing Plan for the Human Resources and Talent Development Department **University of Toledo Medical Center** **FY 2018**

I. Indicators Used for Determining Staffing Requirements

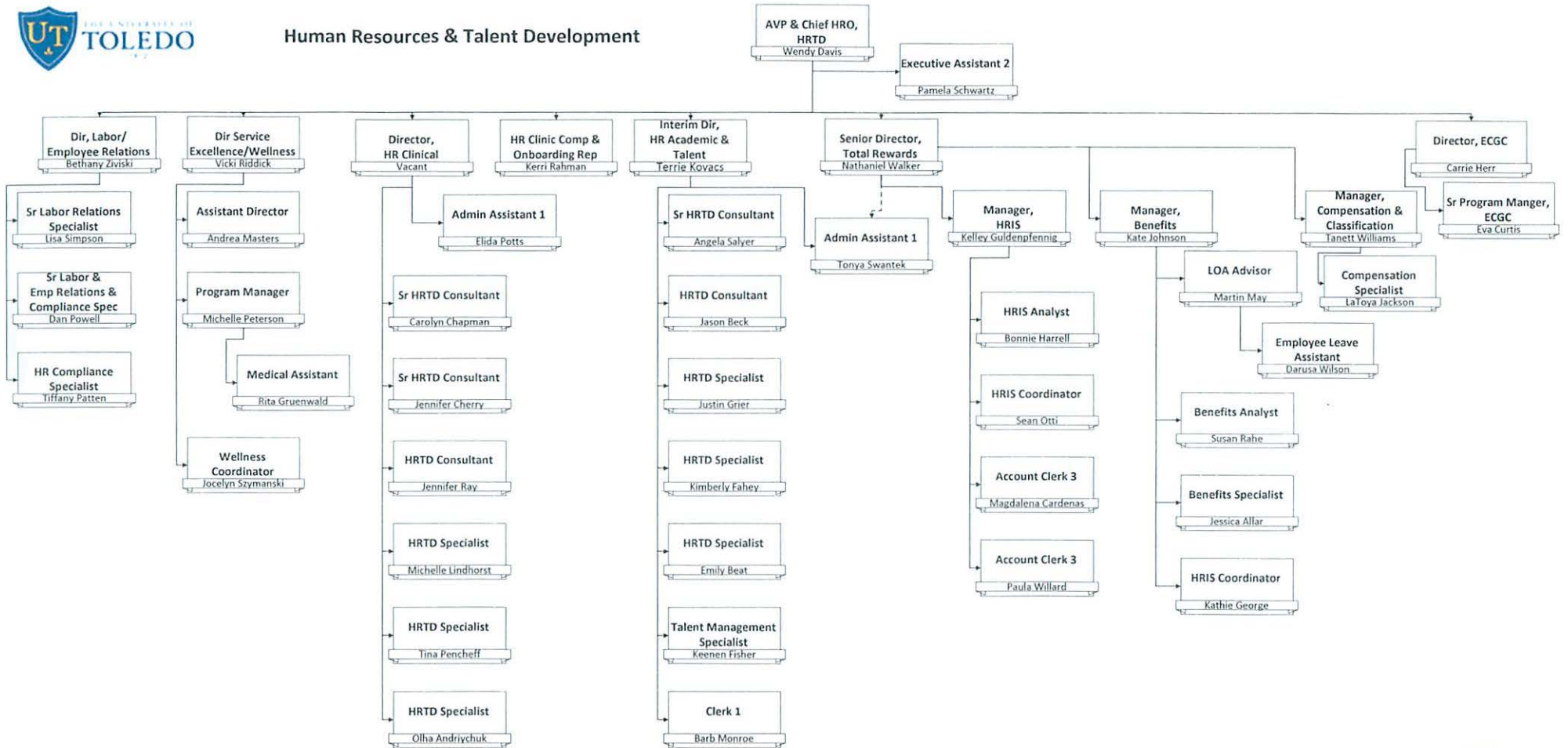
- A. The range of services specified in the annual Scope of Service document.**
- B. Legal and regulatory compliance requirements, both for the administration of human resources and talent development practice, and for institutional policies and practices for which HRTD can provide expert consultative assistance.**
- C. The annual budget available to allocate to the HRTD functions, as approved by the Board of Trustees.**
- D. Standards of professional human resources 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 Health Science Campus Human Resources and Talent Development 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 HRTD leadership, the allocation of budgeted dollars between support staff and professional staff.**
- F. Other institutional circumstances, short-term and long-term, which have direct impact upon the demand for human resources services.**

II. Current Staffing

- A. Currently, there are 45 staff members in the HRTD department supporting the University of Toledo Medical Center and UT Main Campus providing services in employment, labor relations, benefits administration, compensation administration, employee relations, diversity initiatives, and HRIS. There is one Associate Vice President of Human Resources over HRTD. HRTD staff provides assistance to all university employees. HRTD partners with stakeholders to develop new ways to deliver services including increased access of 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 Associate Vice President of Human Resources has full authority to determine the number and types of human resources professionals to deploy for the institution.**



Human Resources & Talent Development



Human Resources and Talent Development

2017-2018 Scope of Services

Mission:	The Human Resources and Talent Development team mission is to ensure HRTD programs and initiatives support the university's organizational strategy, build stakeholder value, and shape preferred-employer image for the University of Toledo's diverse communities impacting the areas of higher education, health care, research and technology.
Description of Department:	The Human Resources and Talent Development department provides overall policy direction on human resource management issues and administrative support functions related to the management of employees across all campuses.
Customers:	The customers of HRTD include all levels of leadership within the organization, employees of the main campus university, UT Health, academic colleges and support areas, and applicants for employment at the University of Toledo.
Services Provided:	Recruitment, hiring and onboarding of all non-faculty and non-student positions within the University for both campuses. Employee relations planning and leadership. Labor relations administration including grievance handling and investigations of workplace issues. Investigating compliance issues. Planning and maintenance of compensation and benefits including Family Medical Leave administration. Ongoing leadership training and talent development services including the Joint Commission Human Resources standards updates and mock file audits. Performance evaluation training and compliance.
Quality Plan:	The plan for quality for HRTD for Fiscal Year 2016 includes processes to be measured for improvement. The processes are: 1. Assisting the university in developing, communicating and sustaining a culture for the University of Toledo that embodies the university's values including customer service, respect, professionalism, etc.; 2. Timely hearing of grievances at HRTD level of the grievance procedure; 3. Timeliness in conducting disciplinary hearings; 4. Time to conduct requested compensation analysis for specific job classifications; 5. Increased nurse recruitment/hiring subject to budget and staffing resources support. All of the processes are directly related to customer service, and specifically in providing improved services to our customers who create the learning environment for students of the university; 6. Talent Management: Professional development including leadership training, succession and workforce planning, etc.; 7. Education and training on JC standards, monitoring compliance with employee file mock audits, monitoring performance appraisals, performing specialty certification survey meetings, and chapter meetings.
Population Served:	HRTD serves all departments, which provide either clinical or non-clinical care. Though the department has no direct interaction with patients, the departments we support provide services to students; and patients across the entire spectrum of ages.
Sites of Care/Services Location:	HRTD services are provided at two locations: University of Toledo Medical Center located in the Facilities Support Building on the Health Science Campus, and the Academic Services Center on the Scott Park Campus.
Practice Standards:	The department operates within the rules of the Ohio Civil Service Rules and Regulations, the Ohio Revised Code and Ohio Administrative Code, compliance standards of the JC, other certifying bodies for clinical accreditation, and other state and federal employment regulations.
Staffing Plan:	Staffing Plan is attached, along with a current organizational chart.
Availability of Services:	The Human Resources Department is open from 8:30 a.m. to 5:00 p.m., Monday through Friday. Specific programs may be available at other times through prior arrangement.
Education Plan:	The educational plan for HRTD includes new employee general orientation for newly hired employees as well as department specific training. JC education and training sessions are provided annually and as needed. Compliance with the HR standards is continually monitored via mock JC audits, working toward continuous readiness.