

## UNIVERSITY of WASHINGTON

FY2020 Annual Review Narrative Response for: **301 - Health Sciences Administration**Programmatic & Academic Vitality Narrative

- 1) Please briefly describe your unit's annual internal budget development process. *Question Type: Free Text, Word Limit: 500, Required For: All Units*

Health Sciences Administration consists of a number of units, each with a unique mix of fund sources. In general, each unit identifies its needs for the upcoming cycle. It aligns those needs with its strategic plan, available resources, and staffing model. Any needed changes are identified in this process and made in an attempt to nimbly adjust, as needed, to best meet the goals of each unit's strategic plan. If additional resources are required, a strategy is defined to either acquire those resources or reduce expenditures to allow for the needed resources. As part of the process, units review budgets and operations with an eye toward reducing operating costs and streamlining services & activities. Self-sustaining units follow a similar process, but use the rate-setting process to ensure appropriate resources are available, all while being mindful of the need to keep rates as low as possible. Units are encouraged to budget so that a reserve is available for unexpected needs, emergencies, or new opportunities. All reserves are expected to be compliant with the UW policy on the appropriate amount of such reserves.

- 2) What are 3-5 key elements of your unit's current strategic plan? *Question Type: Free Text, Word Limit: 500, Required For: All Units*

Each HSA unit has a current strategic plan. Rather than listing all of them separately, below are elements of the overall Health Sciences Administration Strategic plan. The plans of all units are aligned with this plan.

- Elevating the capacity of our team
  - Culture of continuous improvement
  - Support culture of service
  - Recruit, orient, & manage performance of team members to ensure necessary skills
- Assemble Best-Practice Models & Communications
  - Develop new operational improvement efficiency & effectiveness methods
  - Provide training to address unmet needs
  - Establish norms for effective & accurate communication
  - Implement strategic projects
- Maximize Impact & Deliver Value
  - Target the current and emerging needs of HSA units and other UW partners
  - Identify shared services opportunities
  - Introduce efficiency and effectiveness tools
  - Be fiscally responsible in everything that we do
- Build Confidence & Sustain Achievement of Shared Goals
  - Focus on consistent excellence and quality of services
  - Promote programmatic partnerships
  - Be a resource for best-practice models
  - Be a valued neutral facilitator
- Utilize a Shared Services Center to Reduce Costs and Add Value
  - Reduce administrative, financial, and IT costs
  - Improve quality and consistency of financial and administrative transactions
  - Improve organizational agility
  - Redirect cost savings to support programs

- 3) What major obstacles or institutional barriers currently do, or likely will, hinder execution of your strategic plan? What are you doing to address these challenges? *Question Type: Free Text, Word Limit: 500, Required For: All Units*

## Resource constraints

- Environmental Health & Safety's overall funding is approximately one-half that of peer institutions



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- There is a need to provide ongoing dedicated funds to support ongoing renovation of instructional spaces. This would allow for a reasonable refresh schedule to be created that relies on future funding commitments. Aligning with upper campus model of instructional support model would be more likely to achieve reasonable level of instructional support.
- Years of flat funding from NIH for Primate Center P51 grant

#### Addressing the challenges

- Redirect resources as appropriate
- Eliminate positions as needed
- Use HSA Center for Shared Services to reduce administrative costs
- Short of permanent instructional space funds, continue to advocate for temporary funds to refresh space
- Recover costs through charging other units (School of Medicine BSL3 support by EH&S)
- Focus on finding and implementing more efficient ways to function
- Negotiate with Schools for more equitable distributions of indirect costs
- Reduce or eliminate some activities to conserve resources

#### Difficulties in attracting employees with qualifications that meet current needs

- The skills needed to support current instruction in classrooms have changed greatly in recent years. As pedagogy has changed, it has been difficult to provide competitive salaries to hire employees with the necessary skills.
- Environmental Health & Safety and Health Sciences Risk Management have recruitment and retention issues with current salaries below the UW average for the same positions. Similar challenges exist when comparing salaries to non-UW positions. Other units have similar challenges.

#### Addressing the Challenges

- Focus on career development of staff
- Secession planning
- Training of existing staff to meet emerging needs
- Find ways to perform more work with existing staff
- Eliminate positions as appropriate

#### Antiquated Enterprise Systems

- The University's financial systems need replacement to help allow units to better track their finances and make data-driven decisions. The UW Financial Transformation Initiative, once implemented, will be an improvement.
- The University needs an enterprise-wide Learning Management System to help it deliver and track training. The lack of a system increases costs, reduces safety and compliance, and significantly increases the risk of future litigation.

#### Addressing the Challenges

- Support Implementation of UW Financial Transformation Initiative
- Until Learning Management system is in place, use best efforts to improve current systems with minimal expense

#### Deferred Maintenance

- Failure to improve the overall condition of space on campus can lead to health, safety, and compliance challenges. Indoor Air Quality issues frequently occur in older buildings with HVAC systems that are in need of replacement.
- Inadequate facilities make it difficult to perform world-class research.



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- As noted above, instructional spaces need a more frequent refresh schedule to allow for an effective learning environment

#### Addressing the Challenges

- Continue to innovate to allow for the University to carry out its mission by making strategic decisions about how to best invest in building infrastructure with limited resources
  - Continue to use periodic allocations of funds to improve learning environments and safety
  - Dave Anderson is currently working with UW Facilities to develop a long-term strategy to reduce deferred maintenance.
- 4) Over the next year, could any of your planned strategic activities result in material changes to revenues or expenditures, faculty or staff workload, or the student experience within your unit and/or another unit/campus? *Question Type: Free Text, Word Limit: 500, Required For: All Units*

Both the Primate Center and Hall Health Primary Care Center have developed approved deficit recovery plans. Execution of those plans will be critical in returning both units to fiscal solvency. Both plans include cost cutting that will lead to reduced expenditures. Each plan includes net reductions in staffing to reduce costs.

The Health Sciences Administration Center for Shared Services (CSS) is likely to increase staff by adding customers in the near-term, especially in their IT service offerings. It is hoped that, because CSS will be more efficient than current support, the University will see a net reduction in both staffing and overall costs.

Environmental Health & Safety (EH&S) has recently created a model by which when units seek EH&S support that is in excess of the baseline services that EH&S is funded for, those units will provide funds to pay for additional staffing and other costs. Recently, the School of Medicine started research at South Lake Union that would require much more EH&S oversight than they were staffed for. The School agreed to provide \$322,000/year to support this work, allowing EH&S to add the needed staff. Similarly, EH&S is currently having discussion with UW-Bothell, UW-Tacoma, and UWMC/Northwest Hospital to create MOUs to provide funds to support needed EH&S efforts in those units.

Much of the work performed by the Health Sciences Academic Services & Facilities (HSAS&F) unit directly affects the student experience in Health Sciences on the Seattle campus. HSAS&F is constantly working to improve both the experience inside instructional spaces and in common areas. Over the last few years many informal learning spaces have been added to Health Sciences, a building that has very few spaces for such activity. Assuming that the new Health Sciences Instructional Building is constructed, the student experience will greatly improve though HSAS&F will need permanent funds to capably support the new space.

- 5) What is your unit doing to effectively use resources in a way that benefits your unit and/or other units/campuses? *Question Type: Free Text, Word Limit: 500, Required For: UWB, UWT, UWS Administrative Units*

The Health Sciences Administration Center for Shared Services is an example of an attempt to use resources in a more efficient way. A couple of years ago it was determined by many of our units that continuing budget challenges meant that there was a need to provide administrative and IT support in a less costly manner and to allow for the units to focus on their mission and its fit within the University's mission. The Center would also lessen how much effort and expense was spent on non-core activities by the units. Over many months, staff from all units met to determine which services should be provided in a shared service model and how those services would be provided. It was agreed that the Center would provide IT, Purchasing, Reconciliation, Reporting, Travel, and Hiring support. The Center went live on 3/1/18. It is currently providing all services to four units. It also provides IT support to other units.

The Center is run as a cost center, making it fully self-sufficient. It is currently in a stabilization mode, making it difficult to quantify savings to the units, but it is expected to save 15% compared to previous costs in the early stages with greater



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savings as the Center stabilizes. Other units have inquired about the Center's ability to provide additional support for financial transactions. It is expected that the Center will grow to include more clients after stabilization is complete.

Center leadership meets regularly with other Shared Services groups to help both existing centers and new ones to learn from shared experiences. Other examples:

- Many units engage in LEAN process improvement efforts to improve efficiency and reduce costs. · Partnerships and collaborations are developed across the UW to share and learn best practices, align efforts to achieve shared goals and coordinate efforts to reduce duplication
- HSAS&F has prioritized cross-training of staff to allow for effective operations with lean staffing in place · EH&S upgraded its website to provide necessary health and safety information in a more standard, consistent format across topic areas. This allows the community to find information more easily online and reduces the number of inquiries for assistance. This provides service support to the University without significantly increasing EH&S staffing
- Health Sciences Risk Management is facilitating, implementing, and providing education to support the adoption of a CRP (Communication and Resolution Program), a program designed to promote patient safety by open communication after an adverse event, increase event reporting, identify opportunities for improvement, and ultimately, contribute to reduced costs associated with professional liability claims and charge waivers through these improvements.
- The Primate Center has collaborated with Comparative Medicine, a School of Medicine department, to cut costs
- The Center on Human Development and Disability (CHDD) collaborates with other UW Units on programmatic issues, shared resources and by directly providing salary support and space to UW faculty & staff that are not direct administrative reports to the CHDD.
- The Hall Health Primary Care Center changed its hours of operation in response to student requests and has increased visits and revenue as a result

6) What are you doing to improve the experience and outcomes of students in your unit? What could the University do to support your efforts? *Question Type: Free Text, Word Limit: 500, Required For: UWB, UWT, UWS Academic Units, UAA, Graduate School*

Not Applicable