

Administrative Unit Name: Health Sciences Administration

Please complete this Word document and the accompanying [Excel workbook](#), and submit them to the Office of Planning & Budgeting on or before **Friday, November 20**. Please email your materials to [Becka Johnson Poppe](#).

1. In spring 2015, Provost Baldasty initiated the Transforming Administration Program (TAP), which encompasses all central administrative units and focuses on fulfilling the need for greater collaboration, clear priorities, increased accountabilities, and elimination of unnecessary bureaucracy and redundancies.

Within a **500 word bulleted list**, please answer both of the following questions:

- **List 3-5 things your unit is doing to align with the [TAP principles for central administrative units](#) and to create and enhance a culture of service. Please be specific.**
- **In what ways (if any) could your unit leverage activities of other central administrative units to increase efficiency within your unit and/or to streamline activities across the UW? Are there areas of overlap between your unit and another that prompt closer collaboration?**

Administrative Efficiencies and Customer Support Improvements

- *HS Academic Services & Facilities - Since what is measured is what is improved, identification of customer value-based metrics has helped focus our efforts. Examples include 50% reduction in customer response times, 95% achievement of project deadlines, 20% increase in customer satisfaction measured by customer feedback systems.*
- *Washington National Primate Research Center - New technology has been put in place that allows for Billings and Invoicing to be transitioned from "Hand Billings" to "Systems Billing" which is a major efficiency gain in administrative oversight, audit compliance, and revenue capture. File and invoice processing time decreased to days from weeks and PI budget oversight is significantly enhanced with more accurate and satisfactory BAR reconciliation data.*
- *Environmental Health & Safety - EH&S created a web based form for chemical waste collection requests that draws from the UwNetid to pre-populate information and decreases user time by allowing document storage and retrieval of previous request information. This saves time for lab staff and reduces turnaround time for waste collection, saving both time and money.*
- *Office of Animal Welfare - Reduced the number of steps and people involved in transfers of information and approval for animal care protocol review and new personnel additions. The time it takes for approval of new personnel was reduced from 9 days to 1.*

Opportunities for Leveraging/Integration

- *Compensation - At times, all HSA units struggle with having position reviews performed in a timely manner by Compensation. More complicated requests can take months to process while simple requests are processed quickly. The long delays often lead to inefficiency in staffing models while waiting for decisions.*

Hopefully, our units will find ways to work together with Compensation on these complicated requests in a way that allows for more timely dispositions.

- *Purchasing – Units would benefit from additional support from UW Purchasing to identify opportunities to streamline purchasing processes and reduce expenses.*
- *Human Resources – The multiple divisions/departments within Human Resources results in duplicated effort, unclear processes, and loss of efficiency.*
- *Capital Projects/Facilities Maintenance – Improved coordination between these two groups would serve to streamline facilities improvements and projects; standardized practices and UW-wide policies on space management would improve transparency and predictability to the use of space.*
- *UWIT – As our workplace tools move more and more toward automated systems and software solutions, additional support services through UWIT would support our goals*
- *Classroom Technology and Events (CTE) – We have been working with CTE to develop shared classroom standards and a common funding stream.*
- *Office of Animal Welfare/Environmental Health and Safety - Protocol approval processes are closely aligned between these units as dual-approval is frequently required. Information sharing and concurrent approval work flows are currently paper-based and quite inefficient, requiring significant time from both OAW/EHS staff and researchers. OAW is currently upgrading to an electronic protocol approval process and significant gains could be realized were EH&S to undergo the same upgrade in the near future. Saving would include administrative staff time for both OAW and EH&S as well as reduced administrative burden for researchers.*

2. In 200 words or fewer, please identify plans to adapt functions and services to support changing institutional needs in FY17.

HSA is committed to constantly changing the way it functions and provides service to support the needs of the University in FY17 and into the future. We are changing our collective culture to allow this to happen. A few of the many current plans are described below:

The Office of Animal Welfare (OAW) will engage in an effort to integrate a new database into its workflow over the next year. This process will increase the efficiency and decrease the administrative burden to researchers and staff.

HSAS&F is adapting its functions and services through regular meetings with stakeholders. Examples include quarterly meetings with lecturers and students, yearly meetings with curriculum and academic affairs personnel, surveys administered throughout the year, and development of an on-line tool to gather feedback instantly. Results of these data-gathering activities translate into priorities and operational plans.

EH&S is proposing a project to provide direct service to University laboratories to improve compliance and enhance safety culture (Lab Safety Initiative). This initiative will focus on coaching and mentoring, and providing lab personnel guidance on how to implement steps to improve safety, reduce risk, and maintain compliance.

EH&S received a WA State Department of Labor and Industries for a Safety and Health Investment Program grant to reduce ergonomic-related injuries among UW Facilities Services custodians. When the project is complete EH&S will implement successful innovations with other groups of custodians on campus.

3. Please identify any significant obstacle(s) or challenge(s) that your unit faces other than resource constraints. Please plan to discuss these with the Provost. If applicable, please summarize any operational risks that, from your perspective, the UW must work to mitigate over time.
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General Compliance Risk: The regulatory environment continues to escalate across University activities. The risk is two-fold including both risk of non-compliance as well as risk of disproportionate resource drain to mitigate risks and maintain compliance. Recommended strategies should focus on increasing efficiencies across University compliance activities. The new Compliance and Risk Services structure is a significant step forward and that structure should be extended as rapidly as possible to offset rapidly increasing needs for compliance and risk management. Comments from selected units include:

Health Sciences Risk Management

- *Dwindling candidate pools for qualified employees contributing to higher turnover rates and non-productive time/lost cost and effort surrounding recruitment and training.*
- *Continuous evolution of UW Medicine in response to the healthcare market, driving the need to evolve rapidly to meet needs and introducing new risks and organizational complexity.*
- *Erosion of QI privilege that provides a safe harbor for healthcare professionals to discuss errors and make necessary improvements in patient care.*

Office of Animal Welfare

- *Significant challenges relate primarily to increasing regulatory expectations relating to animal care and use. Implementation of the new electronic system will significantly advance efforts to mitigate time commitments to maintain regulatory compliance. Continued support for new and renovated facilities is a critical element in maintaining regulatory approval for the research program. Significant opportunities exist to leverage basic compliance and risk mitigation efforts across subject matter areas within the University including, training, documentation, and personnel management, and risk reduction.*

Health Sciences Academic Services & Facilities

- *Significant obstacles and challenges that HSAS&F faces are enterprise systems that do not support nimble, well-informed decision making, a culture of preservation for the status quo, and a limited ability to reward excellence. University efforts to mitigate these obstacles through the TAP initiative will be essential to change the enterprise towards a more committed, focused, results-oriented culture. This is essential to provide necessary support for a world-class education, research, and patient care university.*

Washington National Primate Research Center (WaNPRC)

- *Limited interaction with institutional key stakeholders has limited our potential insight on employing enterprise-wide best practices and data analytics to achieve targeted outcomes.*
- *Current Price List calculations do not allow for COLA increases making future planning for the Center and already funded PIs a significant challenge.*

- *Guidelines for equitable distribution of ICR/RCR between interdisciplinary research centers and user departments are not in current University practices, making it very difficult to negotiate equitable distribution of resources.*
- *Lack of central advancement support to further our mission is a missed opportunity.*

Environmental Health & Safety (EH&S)

- *Antiquated central systems and dated EH&S information systems make management of safety, security, risk, and reporting much less efficient and effective as well as more expensive in both time and money.*
- *Management of the enterprise is increasing in complexity as regulatory expectations rise and campus operations continue to grow and diversify. Avenues to increase overall efficiency and effectiveness of the health and safety environment while addressing growth and budgetary challenges across the university will be keys to future success.*
- *Some elements of the maintenance backlog are affecting the health and safety of building occupants.*

Hall Health Center

- *Rapidly changing healthcare regulations regarding insurance, plan benefits, significant deductibles and expanded preauthorizations for prescriptions and medical care.*
 - *Silo groups on campus restrict communication with others regarding health care of our population.*
 - *Increasingly complicated and expensive electronic medical record which is necessary to provide service to the UW Community*
4. Though the Provost will soon be laying out requirements for FY17 merit increases, administrative units should begin to plan for a merit allocation equivalent to 90-95 percent of GOF/DOF merit pool. In other words, units should plan to receive less funding than may be necessary for a full merit increase, on average, for all GOF- and DOF-funded positions. **Please tell us how your unit plans to deploy funds for merit increases in FY17.**
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A number of different strategies would be used to fund any shortfalls in the GOF/DOF merit pool. HSA has been encouraging some of its units to begin charging for services that are not deemed to be core to its service portfolio. Funding salary increases, would hasten such efforts to increase revenue and offset unfunded portions of merit increases. This does, however, transfer costs to other units that may have similar budget constraints. It is possible that this transfer of costs may create efficiencies by providing an incentive for clients to move toward more cost-efficient service models in the future. Some units may need to eliminate programs. Some units may be able to move some expenses from GOF/DOF to appropriate elements of their self-sustaining programs. Grant-focused units would attempt to have some activities, previously funded by GOF/DOF, transitioned to grant support if appropriate. The last option, if needed, would be to reduce staff in order to fund salary increases. Unfortunately, staff reductions are likely to be the most pervasive solution to the challenge of funding salary increases. Determinations as to merit increases will continue to be based on individual performance evaluations and available funding.

5. As you may recall, in the summer of 2014, the UW was the sole subject of a state-required audit of net operating fee (tuition) and local fund accounts. The audit reinforced the importance of monitoring expenditures against budgets on a biennial basis, ensuring that colleges, schools and administrative units have plans to spend fund balance in a reasonable and mission-driven manner and that these plans are acted upon.

As such, **we ask that you update the carryover usage plan you submitted as part of last year’s budget development process.** To do so, please **fill out the “Carryover Worksheet - Detail” tab** of the “FY17 Administrative Budget Worksheets & References” [Excel workbook](#) using:

- **The carryover plan you submitted last year, as a starting point, modified as needed.** If you need a copy of the plan you submitted last year, please email [Amy Floit](#) or [Becka Johnson Poppe](#).
- **New reserve figures**, as provided in the “Reserve Figures” tab of the aforementioned spreadsheet.
- **New carryover totals**, as provided in the “Carryover into FY16” tab of the aforementioned spreadsheet.

In the space below, please describe and explain any major change(s) to your carryover usage plan.

The Health Sciences Administration spending plan is very similar to last year’s submission. The only major change concerns an increasing reliance by Environmental Health & Safety on using temporary funds to support permanent positions. This comes as a result of EH&S experiencing difficulty in reducing carryover in the last few years. Another minor change is that Health Sciences Academic Services & Facilities has started using excess carryover to fund needed classroom improvements.

6. The Provost will be making the decision to deploy *permanent* Provost Reinvestment Funds **primarily, if not exclusively, to cover for compensation increases. The only possible exceptions for permanent funds will be for critical compliance issues.** However, requests for temporary funds will only be entertained in areas of high institutional priority and in consultation with faculty, staff and students.

If you have a Provost Reinvestment Fund request that fits within these strict parameters, please describe it using the framework below.

Second Floor Health Sciences E/T wing \$800,000 FY17 T 1 year

Modify three under-utilized small classrooms and adjacent HSAS&F storage and work space to create classrooms with capacity that more closely meets course needs, adjoining small rooms to accommodate break-out sessions, and furniture and technology upgrades to support curriculum and pedagogy needs.

T498 Remodel \$200,000 FY17 T 1 year

Modification of HSAS&F storage space and one office adjacent to T498 classroom to create adjoining small rooms to accommodate break-out sessions, and furniture and technology upgrades to support curriculum and pedagogy needs.

B170 Build Out \$600,000 FY17 T 1 year

Creation of flexible classroom space in rooms B170 and B170C located on the first floor of B-wing of the Magnuson Health Sciences Center. Design of the classroom will allow for active learning as well as practicum.

Upgrade of HSB Teaching Labs \$400,000 FY17 T 1 year

Refresh teaching labs, to include installation of instructional technology and replacement of outdated laboratory equipment.

Industrial Hygienist - 1 FTE \$110,000 FY17 P

This position will provide occupational safety and health risk evaluation, risk mitigation and consultation services to serve the academic and service units at all UW campuses and will be assigned to the non-research occupational safety unit that supports employees in Facilities Services and in high-risk occupations at the University where accident rates are higher and injuries are more severe, resulting in higher worker compensation costs due to needed medical services and time loss. This position will investigate, analyze and provide recommendations to mitigate environmental conditions related to health symptoms caused by poor building air quality, asbestos releases, mold, floods, fires, or other causes of building related issues which are often related to our aging infrastructure. This position will work with Facilities Services to address employee exposure monitoring, and to identify and evaluate chemical and physical risks to employees and building occupants and provide support for physical safety programs such as fall protection, electrical safety, shop safety, and similar hazardous environments. Overall, the effort provided by this employee will be focused on mitigating current employee health risks and working to address systemic problems that create risky environments for staff, some of which have been the cause of escalating worker compensation costs.

Permanent funding for three FTE to support Select Agent Research in conjunction with the SoM will be submitted as a separate request.

Administrative Unit Carryover Usage Plan DETAIL

Please use this template to update the carryover usage plan you submitted last year. If you need a copy of your plan from last year, please email Amy Floit (afloit@uw.edu) or Becka Johnson Poppe (jbecka@uw.edu). New reserve figures are provided in the "Reserve Figures" tab; new carryover totals are provided in the "Carryover into FY16" tab.

Administrative Unit Name:	Health Sciences Administration
Carryover Balance going into FY16:	\$ 4,633,680

Usage Categories and Descriptions	Committed Year(s)	# of Years	Annual \$ Amount	Totals
Unit's Reserve (10%)				
	FY17	1	\$ 1,465,480	\$ 1,465,480
Total Unit's Reserve:				\$ 1,465,480

Central Commitments	e.g. FY17, FY18	e.g. 2	Annual \$	Totals
1. HS Security Guard Support - Ad	FY16, FY17	2	\$ 125,000	\$ 250,000
2. Debt Service	FY16, FY17	2	\$ 207,437	\$ 414,874
3. (description)			\$ -	\$ -
4. (description)			\$ -	\$ -
5. (description)			\$ -	\$ -
<i>Add more lines as needed</i>			\$ -	\$ -
Total Central Commitments:				\$ 664,874

"Spending Plan" Permanent Costs & Other Projects	e.g. FY17, FY18	e.g. 2	Annual \$	Totals
A. Permanent expenditures funded with temporary funds				
2. Sr. IH Position - E	FY16, FY17	2	\$ 30,000	\$ 60,000
3. Tech2 - E	FY16, FY17	2	\$ 24,000	\$ 48,000
4. Accident Prevention Manager - E	FY16, FY17	1.5	\$ 100,000	\$ 150,000
5. Accident Prevention Coordinator	FY17	1	\$ 32,000	\$ 32,000
6. Ingrade adjustments (17 staff) - E	FY16, FY17	2	\$ 60,018	\$ 120,036
7. Business Data Analyst - E	FY16, FY17	1.5	\$ 110,000	\$ 165,000
8. Shared Services Allocation - E	FY16, FY17	2	\$ 70,000	\$ 140,000
2. HR/P Charges - E	FY17	1	\$ 34,000	\$ 34,000
B. Possible multi-year commitments				
1. Training and Development - E	FY16, FY17	2	\$ 22,500	\$ 45,000
2. Computing Equipment - E	FY17	1	\$ 30,000	\$ 30,000
3. Classroom Improvements - H	FY16, FY17	2	\$ 55,000	\$ 110,000
4. Committed Startup Packages for Recruited Pis - P	FY17	1	\$ 550,455	\$ 550,455
C. Immediate, current year use				
1. Training - Ad	FY16	1	\$ 33,000	\$ 33,000
2. SCC Extended Hours - Ad	FY16	1	\$ 20,000	\$ 20,000
3. Renovation of SCC 130 - E	FY16	1	\$ 31,608	\$ 31,608
4. MyChem code entry work - E	FY17	1	\$ 18,000	\$ 18,000
5. Database Consultants - E	FY17	1	\$ 25,000	\$ 25,000
6. Website designer - E	FY16, FY17	2	\$ 75,000	\$ 150,000
7. Website project manager (1-yr commitment) - E	FY17	1	\$ 60,000	\$ 60,000
8. Safety Initiatives - E	FY16	1	\$ 8,000	\$ 8,000
9. Salary Survey - E	FY16	1	\$ 20,000	\$ 20,000
10. ESOB Cat3 upgrade - E	FY16	1	\$ 4,500	\$ 4,500
11. Temp. Assistant to Director - E	FY16	1	\$ 2,500	\$ 2,500
12. Student Labor - E	FY16	1	\$ 7,500	\$ 7,500
13. Supplies - E	FY16	1	\$ 20,000	\$ 20,000
14. ErgoAdvocate (Ergonomic training program) - E	FY16	2	\$ 3,500	\$ 7,000
15. Deficit Management for Specific Pathogen Free per diems	FY17	1	\$ 198,000	\$ 198,000
16. NWABR Membership - Ad	FY16	1	\$ 42,625	\$ 42,625
17. Hourly Staffing - Ad	FY16	1	\$ 12,000	\$ 12,000
<i>Add more lines as needed</i>				
Total Permanent Costs & Other Projects:				\$ 2,144,224

TOTAL CARRYOVER USAGE PLAN	\$ 4,274,578
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