Organizational Effectiveness, a unit of University Human Resources, is pleased to share our Fiscal Year 2015 Annual Report, covering July 1, 2014 - June 30, 2015. Accomplishments noted throughout the report are a tribute to all the staff members who work in Organizational Effectiveness, as well as the leadership within Human Resources and our campus-wide partners.

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Executive Summary

Organizational Effectiveness (OE) is comprised of two integrated functions – Health and Productivity (H&P) and Organizational Development (OD) – that serve individuals and groups to improve their health, performance, and engagement at the University of Iowa. OE works strategically within University Human Resources in support of organizational success through direct services and consultative support for campus leaders in the areas of organizational development and health and productivity management. Achieving performance excellence in higher education continues to be a focus for the University. OE provides support to the institution in fulfilling its mission by supporting individuals, and through consultative services, education and training opportunities. These services are highlighted throughout the report using a balanced scorecard approach focused on organizational vitality, process improvement, quality of services and financial stewardship. The University remains committed to strengthen faculty and staff productivity by promoting the health, well-being, and professional growth of all members of the campus community. Organizational Effectiveness supports this commitment through assisting individuals and departments in building and sustaining performance excellence in areas that are critical to personal and institutional success. Organizational Effectiveness provides programs and services for the UI community. One measure of success for OE is the unique number of faculty and staff who participate in OE services. For fiscal year 2015, OE served 16,296 unique faculty and staff through online programming, and both individual and group services.
Building Resilience @ Iowa

Resilience is defined as the ability to effectively respond to challenges and move forward in a positive way. Today more than ever, resilience is a skill that is needed in the workplace. Highly-resilient people cope well with adversity and learn valuable lessons from challenging experiences.

In 2015, Organizational Effectiveness began to deliver resilience-related content to campus. Outcomes from January through June 2015 include:

- Over 1,400 views of five video lessons on myquickcoach in a 3-week time period
- Three health coach groups focused on resilience occurred in May and June, with over 100 participants
- 14 on-site presentations delivered, including the breakout session at the IT Tech Forum
- Quarterly liveWELL newsletter focused on resilience through 2015, with various campus experts weighing in on topics ranging from change management, to managing emotions, to practicing mindfulness
- Social media strategy focused on building resilience through connections and support

“In light of a number of significant changes occurring on our campus such as TIER efficiency and transformation projects and the Early Retirement Program, we felt the need to respond in a positive, helpful way to our faculty and staff who are experiencing high volumes of work and significant, simultaneous change. We have a unique ability to respond and adapt to change rather quickly and come through the change with new skills, fresher ideas, and improved processes. Our education around resilience is designed to help campus through the change for positive and helpful outcomes.”

Megan Hammes, Interim Director of UI Wellness

Healthy Iowa Award

The Healthy Iowa Awards Program recognizes the outstanding achievements of cities, schools, businesses, individuals, colleges and universities leading Iowa’s charge in advancing well-being. Winners have developed and implemented policies and practices resulting in sustainable environmental change fostering healthier living. The 2015 award for universities was awarded to the University of Iowa, with application highlights including:

- Fitness opportunities for students, faculty, and staff
- Healthy food options in on-campus dining
- Commending the upcoming Tobacco-Free Campus policy beginning August 2015

The awards are sponsored by the Healthiest State Initiative and presented by Governor Terry Branstad.
Case Study 1: Division of Sponsored Programs
The Division of Sponsored Programs recognized that there were inefficiencies in their process for receiving, reviewing, and submitting grant and contract applications, and they wanted to improve them as quickly as possible. To address this issue, they began designing a new electronic system and wanted to implement the best possible process. Having experienced the benefits of a facilitated lean process improvement event in the past, they engaged the OE Business Process Improvement consultant to assist them in this effort. Over three separate 1½-day sessions, they were able to discover where the issues were and create an implementation plan to address them. When the implementation is complete they will have:

- Created a single portal for their intake process and eliminated their paper-based file system, which previously required the creation of 3,400 paper file folders, and will eventually eliminate $1,500 in annual external storage cost
- Eliminated multiple data entry steps
- Created a dashboard system that will make the status of work transparent to all users, and will allow for the distribution of work across multiple, concurrent reviews
- Developed a better, more timely status update for external stakeholders.

Feedback from the participants was very positive. They acknowledged that the lean improvement process allowed them to more thoroughly understand the process, create an open dialogue to explore improvement options, and to begin implementing those improvements more quickly.

Case Study 2: Strategic Planning @ UI Libraries
The UI Libraries completed a 3-year Strategic Plan, building from a Provost-commissioned review and self-study. OE tailored strategic-planning processes to maximize the UI Libraries’ structure, culture, and systems, resulting in an exemplary model.

Outcomes:

- High levels of involvement from employees, and involvement of UI faculty and Council of Deans, students, and shared governance groups. Staff responded positively to the methods, format and implementation frameworks.
- Leadership development for UI Libraries’ staff in strategy, managing and facilitating groups, and shared decision-making.
- Stewardship of resources in utilizing existing data, systems, teams, and expertise (a $40,000 cost savings compared to an external consultant).
- Local-level action planning and implementation. Innovative peer-review process to evaluate resource decisions for cross-Libraries’ initiatives.
- Interest from other university research libraries across the country seeking insight on the UI Libraries’ process and experiences.
Staff Language & Culture Services

Staff Language and Culture Services (SLCS) has experienced remarkable success in its tutoring program partnership with UI Health Care Environmental Services this year. The program was developed as a way to provide English-Language Learner (ELL) support for job applicants. Because of the nature of the work, which often includes interacting with patients and working with potentially hazardous chemicals, it is essential that the job applicants be able to read and understand job-specific words, and engage in basic conversation.

The tutoring program, which spans four months, provides one-on-one tutoring for job-related, vocabulary-specific skills in English. Applicants are introduced to the SLCS tutoring program by Environmental Services staff when a need for ELL support is identified at an interview. At the end of the four months, the goal is to prepare the applicants for a second interview. To date, with the exception of one person, every job applicant has received a temporary assignment, and many have gone on to permanent positions.

As more and more applicants participated in the program, it was discovered that English language skill development was not the only barrier. Many of these individuals also lacked self-confidence. Through the one-on-one attention the program provides, I found that language skill development and confidence-building can go hand-in-hand. This is important because, “Confidence in the knowledge, skills, and abilities that people possess – in both themselves and others – is a powerful predictor of behavior and subsequent performance.” (G.H. Seijts and D. Crim, Ivey Business Journal, March/April 2006). The staff of Environmental Services have reinforced this and shared that the individuals who are hired are hard-working, and offer an unexpected asset because many are bilingual in French, Spanish or other languages – which is useful in interactions with non-native English speaking patients and visitors.

“TAT is a valuable resource to keeping our campus safe and productive! ELR works regularly with TAT because they help departments identify strategies to de-escalate volatile situations and proceed in a safe and respectful manner.”

Josey Bathke, Employee & Labor Relations

“It is a member of the Early Intervention Team (EIT), a team co-ordinated through my (Dean of Students) office, and also acts as a consultant and participant in meetings with students and my staff regarding unique and high risk cases. The advice and guidance provided by Jane (TAT) is extremely beneficial to the EIT and staff members in addressing specific student situations and gauging the level of response necessary to assist the student in achieving success.”

David Grady, former Dean of Students

Threat Assessment

The Threat Assessment Program progresses with continued vision for full integration into the University of Iowa community. Our Threat Assessment Team (TAT) model has proven to work well as we work with faculty, staff, students and visitors. We are engaging faculty, staff and students in becoming more aware of the importance of reporting warning signs of potential violence, and the plethora of resources available to them on the university campus which can help them in violent and potentially violent situations. TAT partnerships are stronger and more widespread. Threat Assessment has a presence on the Early Intervention Team (Student Services), the UI Anti-Violence Coalition (Office of the Sexual Misconduct Response Coordinator), and the International Student Committee (International Student and Scholar Services), to name a few.

- Our partnership with UI Employee Labor Relations (ELR) has been particularly collaborative as we work closely together with employee investigations and terminations. Our relationship with ELR has afforded us the opportunity to review our investigative and termination processes with the goal of identifying clear procedures for terminations that will address workplace safety in a more uniform way across campus.
- Our partnership with the Dean of Students’ office has also grown stronger this past year, working more collaboratively with the Director of Student Care and Assistance, who is also a member of the Threat Assessment Team. Using this team approach in addressing students of concern allows for closer monitoring of students with potentially higher risk for harm to self or others. We are convinced that having one multi-disciplinary team, with a primary mental health and law enforcement partnership, focused on all faculty, staff, student and visitors across campus, is and has been an effective approach (model) in threat assessment and the prevention of violence on our campus.

“Both my office specifically – and UI Health Care in general – have benefited tremendously from the excellent service the TAT provides. The program continues to deliver a high level of service to constituents across the university.” “Professionalism and outstanding collaboration with faculty, staff and students is a key reason for the program’s continued success in helping to assess and prevent potential threats.”

Jean E. Robillard, MD, VP for Medical Affairs

SLCS: Breakdown of Service Utilization
Truven Health Analytics conducted an analysis of UIChoice health plan employee members consisting of two groups: those who had participated in the liveWELL program for four continuous years (Participants), and those who never participated (Non-Participants). Observations from the analysis include:

- Participants had lower adjusted claim costs: $307.50 PMPY on average and experienced a 7% lower cost trend overall from 2010 – 2013 (Figure One).
- Participant utilization trends were lower for admissions, outpatient facility visits, ER visits, and prescription drug use.

Return on investment (ROI) related to health care cost containment was calculated using the lower participant risk adjusted average claim cost of $307.50 (Figure One) divided by the $130 per eligible employee program cost, yielding an ROI of 2.37.

In addition to ROI data, our analyses further supports positive financial returns for sustained population health improvement efforts delivered through liveWELL. In 2010, participants were sicker than non-participants prior to an improvement in 2011. Based on the risk scores, the Illness Burden increased 22% for non-participants and only 9.5% for participants.

### Improving Performance Through Improved Sleep... SHUTi

Research continues to point to the overwhelming impact sleep problems have on physical health as well as on emotional well-being and work performance. Problems with sleep are very common and yet remain one of the least assessed or treated. Research links poor sleep to depression, anxiety, and suicide, diabetes, obesity and hypertension. People with poor sleep can also have more accidents and injuries both on and off the job. Concentration is also often impaired when one does not get the sleep that one needs. The UI Employee Assistance Program (UI EAP) has been focusing on improving sleep by making available a variety of resources to help UI faculty and staff sleep better.

Starting in November of 2014, the UI EAP debuted a program to address the issue of poor sleep and its effect on health and well-being. SHUTi (Sleep Healthy Using the Internet) is a six to eight week online program now being offered free of charge to employees. SHUTi has been shown to improve sleep for adults with insomnia and is based on principles of Cognitive-Behavioral-Therapy for Insomnia (CBT-I). In FY 15, 101 employees expressed interest in the program. The results have been robust so far, reflecting a cost savings for our institution by reducing the severity of insomnia. Of those employees who completed the program to date (n=25), the majority of participants went from meeting criteria for clinical insomnia to having no insomnia at all, resulting in a cost savings of $33,269. Efforts will continue to make SHUTi and additional sleep resources available to people struggling with sleep.

Citation 1: The Cost of Poor Sleep: Workplace Loss and Associated Costs by Mark Rosekind, PhD. et alia (1 JOEM. Volume 52, Number 1, January 2010)