

NICU Strategy Follow Up Meeting

October 13, 2015

4:00-5:00pm

EVP Conference Room

Dial In: 866.854.6779/*9818321*

Invited:

- | | | |
|-------------------------------------|--|---|
| ○ Linda Aldred, M.Ed., SPHR | ○ John Nickens, MBA | ○ Jennifer Wilson, Dir Financial Services |
| ○ Mary Jo Andre, MSN, RN, NEA-BC | ○ Isabel Ortiz, Dir Human Resources | ○ Marsha Zimmermann, SPHR, SHRM/SCP |
| ○ Carol Boswell, MBA | ○ Amber Owens, MBA, SHRM/SCP | |
| ○ Heather Cherry, MSN, RN, NE-BC | ○ Gail Parazynski, MSN, RN, NEA-BC | |
| ○ Catherine Codispoti, MHA | ○ Matt Perkins, Assist. VP Human Resources | |
| ○ Bill Coon, MSOD | ○ Rachel Shupe, VP Financial Services | |
| ○ Sherry Fultz, VP, Human Resources | ○ Terrie Walsh, Sr OD Consultant | |
| ○ Alec King, Sr. VP Admin. | ○ Jackie Ward, MSN, RN, NE-BC | |
| ○ Jay Kuhns, Talent Acquisition | | |

Desired Outcomes:

- Status Update – barriers and actions

Time	Topic	Presenter
4:00-4:05pm	Introduction & Agenda Review	Andre
4:05-4:15pm	NICU Current State Update <ul style="list-style-type: none"> • Town hall Feedback <ul style="list-style-type: none"> ○ Attendance ○ Night Shift Differential and overall feedback • Safe Staffing Survey Update 	Andre/Cherry
4:15-4:45pm	Feedback Needed by Team Compensation & Communication <ul style="list-style-type: none"> • Discuss future programs (Retention/Preceptor) and create communicate package ready to roll out • Discuss current programs and how they are paid Recruitment & Communication Team <ul style="list-style-type: none"> • Hotline # for nurses (referrals/new hires) • Earn Bonus for NICU & overall EARN program • Summary of Recruitment Activity/Strategies Travelers & Communication Team <ul style="list-style-type: none"> • Current status of NICU Travelers (new/pending) • Reporting from Right Source (Amiko/Nicole) HR General <ul style="list-style-type: none"> • Staff liaison with HR embedded in NICU to answer HR related questions or direct to appropriate person Team Updates (any items not covered above)	Fultz/Ortiz Perkins/Kuhns/Ortiz Perkins/Ortiz Andre/Cherry/HR Team Team Leads
4:45-4:55	Meeting Frequency	Andre/Group
4:55-5:00pm	Next Steps	Andre

Minutes & Follow Up Items**NICU Current State Update (Andre/Cherry)**

Townhall(s) on Sunday and Monday have gone well with approximately 170 participants. Nightshift feedback is positive and there is minimal negative feedback from the day shift. Utilizing talking points on any pushback, with a focus on what is best for patient care. Leaders are thankful for the “commitment bonus”.

Safe Staffing Survey – in the last three weeks we have had 12 reported issues. Issues will be addressed with focused interventions put in place.

Concerns From Townhall:

- VAT team had questions. Catherine Codispoti's team is looking at WHUPOS and will follow up.
- Anxiety around if their pay check will be correct. Amber Owens/Jennifer Wilson (payroll) team will create a reference document on pay programs and Catherine Codispoti will have one of her financial analyst run a "pre-check" report to double check the clock in/out for accuracy in pay upon implementation of Kronos.

Compensation & Communication (Fultz/Owens/Ortiz)

- Pull together all "retention" programs (Retention & Preceptor as a start) to include communication and package ready to go when needed (Fultz/Owens/Ortiz)
- Discussed current program and noted that Amber Owens team will pull together a reference document on the programs to share with this team and NICU team as a whole (Owens)
- Shared update from Onboarding & Orientation team – Carol will connect Amber Owens with Jackie's project manager while Jackie is out

Recruitment & Communication (Perkins/Kuhns/Ortiz)

Recruitment

- Jay Kuhns team has created a dedicated email for NICU recruiting and will create a phone number. – Jay will send the email and phone number to this group and work with Isabel Ortiz on how to communicate to the NICU.
- Need to pull the current NICU EARN program and look at the overall EARN program to ensure it is working properly for referrals - discussed a flat bonus for NICU – Matt Perkins will pull the current NICU EARN program, share idea for flat bonus program and work with the EARN team to make sure we are paying for all referrals (TCH System).
- Jay Kuhns shared that a FB and Linked In blitz was launched with a focus on TCH NICU. 68,383 people saw the FB post, with 1400 engagements, 225 comments, 39 shares and over 1100 clicks on the careers page. FB cost is at .72 per engagement. Linked In focus is in the US and Canada on NEO Nurses. To date there are 11,000 impressions (could be repeat customers) at 4.00 per click. Jay will provide an overview of the recruitment activity strategies and send out to this group. He asked that we engage our staff to like the TCH Careers FB page and the Linked In page to give additional exposure.

Travelers

- Mary Jo requested that she be added to the weekly report on Travelers – Matt Perkins will add her to the report
- We currently are getting 4-5 applicants per week. We have 10 open Traveler positions; 2 dayshift and 8 nightshift
- 2 offers are out and 2 additional submitted which would put us at 12 total to date.
- Reminder that we have contracts ending (3 in the next 3 weeks) – Matt will connect with Heather Cherry to renew contracts
- Additional contract expiration dates will be shared at the next meeting (Nov/Dec expirations) to determine a go forward plan.
- Noted that Travelers are being offered a holiday negotiation as a measure to get them here.

HR General

- Sherry Fultz will work with Heather Cherry to determine who in NICU (retention council) to be HR Experts that are embedded in NICU who can answer NICU Staff questions on HR issues (pay, parking, new programs, etc.) Heather will get Sherry a list of names.

Meeting Frequency

The team determined to meet weekly until further notice. Each week we will determine current state and decide if we should cancel the meeting for the following week. Mary Jo's admin will send meeting invites out through November to be re-assessed at that time.

FOLLOW UP SNAPSHOT LIST

Follow Up Required	Assigned To	Due Date
VAT Team Questions	Catherine Codispoti	
Paycheck accuracy reference document	Amber Owens	
Clocking accuracy report	Catherine Codispoti	
Pull all "retention" programs and include a communication plan - package ready to go when needed	Sherry Fultz/Amber Owens/Isabel Ortiz	
Onboarding & Orientation Team document shared with Amber & connect to Kisa, PM in Jackie's absence	Carol Boswell	Complete
Create dedicated email and phone number for NICU referrals, have a contact to manage the emails and call and a communication to the NICU team on the email/phone #	Jay Kuhns/Isabel Ortiz	
EARN Program a) NICU Current program, b) NICU potential flat bonus for jobs and c) EARN program as a whole (re-educate and confirm it works)	Matt Perkins	
Summary of recruitment activity and strategies sent in a weekly update format	Jay Kuhns	
Current Traveler Expiration Dates – work with Heather to renew	Matt Perkins/Heather Cherry	
Discuss Nov/Dec Traveler expiration dates at next meeting	Matt Perkins	
Sherry Fultz, Amber Owens & Heather Cherry create a group of HR Experts within NICU to answer HR related questions. Team should be sustainable and have direct connections to HR for responses. Heather to provide Sherry with a list of names.	Sherry Fultz/Amber Owens/Heather Cherry	
Meeting invites weekly (EVP Room, this group, dial in line provided) should be sent through November	Mary Jo Andre/Janet Austin	

NICU Strategy Follow Up Meeting

October 20, 2015

4:00-5:00pm

EVP Conference Room

Dial In: 866.854.6779/*9818321*

Invited:

- | | | |
|---|---|---|
| <ul style="list-style-type: none"> ○ Linda Aldred, M.Ed., SPHR ○ Mary Jo Andre, MSN, RN, NEA-BC ○ Carol Boswell, MBA ○ Heather Cherry, MSN, RN, NE-BC ○ Catherine Codispoti, MHA ○ Bill Coon, MSOD ○ Sherry Fultz, VP, Human Resources ○ Alec King, Sr. VP Admin. | <ul style="list-style-type: none"> ○ Jay Kuhns, Talent Acquisition ○ John Nickens, Executive VP ○ Isabel Ortiz, Dir Human Resources ○ Amber Owens, MBA, SHRM/SCP ○ Gail Parazynski, MSN, RN, NEA-BC ○ Matt Perkins, Assist. VP Human Resources ○ Rachel Shupe, VP Financial Services | <ul style="list-style-type: none"> ○ Terrie Walsh, Sr OD Consultant ○ Jackie Ward, MSN, RN, NE-BC ○ Jennifer Wilson, Dir Financial Services ○ Marsha Zimmermann, SPHR, SHRM/SCP |
|---|---|---|

Desired Outcomes:

- Status Update – barriers and actions

Time	Topic	Presenter
4:00-4:05pm	Agenda Review	Andre
4:05-4:15pm	NICU Current State Update <ul style="list-style-type: none"> • Town hall Feedback <ul style="list-style-type: none"> ○ Attendance & Employee Questions ○ Night Shift Differential and overall feedback ○ Staffing Targets/Alert Status ○ Travelers Update • Safe Staffing Survey Update 	Andre/Cherry
4:15-4:55pm	Feedback Needed by Team Compensation & Communication <ul style="list-style-type: none"> • Discuss future programs (Retention/Preceptor) and create communicate package ready to roll out • Discuss current programs and how they are paid • Confirm payroll prep actions in place (pay & communication) Recruitment & Communication Team <ul style="list-style-type: none"> • Hotline #/email for nurses (referrals/new hires) • Earn Bonus for NICU & overall EARN program • Summary of Recruitment Activity/Strategies Travelers & Communication Team <ul style="list-style-type: none"> • Current status of NICU Travelers (new/pending) • Contact for Travelers in NICU • Process for expired Travelers HR General <ul style="list-style-type: none"> • Staff liaison with HR embedded in NICU to answer HR related questions or direct to appropriate person Team Updates (any items not covered above)	Fultz/Owens/Ortiz Perkins/Kuhns/Ortiz Perkins/Ortiz Cherry/HR Team Team Leads
4:55-5:00pm	Next Steps <ul style="list-style-type: none"> • Next Meeting Date (10/27 4-5pm is holding – confirm) 	Andre

Minutes & Follow Up Items**NICU Current State Update (Andre/Cherry)**

Approximately 270 people attended the Townhall sessions. A PowerPoint document was shared with this group (emailed to group & shared in meeting) with the feedback received at Townhall. The group discussed the feedback and will work to communicate any additional information to the NICU staff.

The night shift differential topic brought up a question about being floated to the PICU/CVIC and not receiving the differential. Heather will work with compensation (Amber) and payroll (Rachel) to determine the best way to handle this process. This will not be a broad communication, but will be paid as it occurs.

An update on the Traveler's was given and a request was made for Matt Perkins to confirm with Right Source a list of agencies we partner with to source Travelers and reiterate the need for Travelers and the compensation and sign on bonus TCH is willing to pay. We currently have 9 Traveler positions open on nights, 1 on days. Three Travelers have submitted their paperwork and one offer has been made. Courtney Prewitt will be the new contact for Travelers as of 10/23. Courtney can be reached at 832.824.6288 or cnprewit@texaschildrens.org.

Compensation & Communications

A roll out package for future programs is being worked on so that they will be packaged and ready to roll out when needed. The team is working on a letter to be sent in the next two weeks to communicate about current programs and how they are paid. Catherine Codispoti's team is in place when Kronos goes live to verify payroll for NICU differential pay is accurate prior to payroll processing.

Recruitment & Communications

Jay Kuhns shared that Sylvia Chung (Kinetix) is the contact person (phone/email) for all NICU nurse referrals. He will provide her email and phone number for this group and it has been shared with NICU leadership.

The EARN program is being looked at in its entirety, however it was confirmed that all NICU nursing positions are listed in the Super Hot Job category, which pays a \$5,000 EARN bonus. HR is currently re-evaluating the 90 days for pay out requirement and the split payment (currently pays at 90 days and end of year) rules and seeking other options.

Travelers & Communications

A current status of the Travelers is listed above. Matt Perkins will add Judy Swanson to the Travelers reporting document that is sent twice a week. It was requested for the Travelers team to work on a process to implement to have early detection on Travelers contracts expiring and a renewal option should we want to renew. Matt Perkins will work towards a proposal to present to this team.

HR General

Heather Cherry will provide HR with names from the Retention Group that is being created to act as a staff liaison with HR to answer HR related questions. Pending names from Heather as Retention Group is now forming.

FOLLOW UP SNAPSHOT LIST

Follow Up Required	Assigned To	Due Date
Pay for NICU Nurses floating to PICU/CVICU	Cherry/Owens/Shupe	
List of agencies for Travelers and confirmation of hourly rate and sign on bonus.	Perkins	
Provide NICU Hotline #/Email for Sylvia Chung	Kuhns	

Proposal for monitoring Travelers contracts in advance of expiration	Perkins	
Add Judy Swanson to Travelers email report distribution list	Perkins	
Staff liaison with HR embedded in NICU - Retention Group	Cherry	

NICU Strategy Follow Up Meeting

October 27, 2015

4:00-5:00pm

EVP Conference Room

Dial In: 866.854.6779/*9818321* (*2764*)

Invited:

- | | | |
|-------------------------------------|--|---|
| ○ Linda Aldred, M.Ed., SPHR | ○ Jay Kuhns, Talent Acquisition | ○ Jackie Ward, MSN, RN, NE-BC |
| ○ Mary Jo Andre, MSN, RN, NEA-BC | ○ John Nickens, MBA | ○ Jennifer Wilson, Dir Financial Services |
| ○ Carol Boswell, MBA | ○ Isabel Ortiz, Dir Human Resources | ○ Marsha Zimmermann, SPHR, SHRM/SCP |
| ○ Heather Cherry, MSN, RN, NE-BC | ○ Amber Owens, MBA, SHRM/SCP | |
| ○ Catherine Codispoti, MHA | ○ Gail Parazynski, MSN, RN, NEA-BC | |
| ○ Bill Coon, MSOD | ○ Matt Perkins, Assist. VP Human Resources | |
| ○ Sherry Fultz, VP, Human Resources | ○ Rachel Shupe, VP Financial Services | |
| ○ Alec King, Sr. VP Admin. | ○ Judy Swanson, MBA, BSN, RN | |
| | ○ Terrie Walsh, Sr OD Consultant | |

Desired Outcomes:

- Status Update – barriers and actions

Time	Topic	Presenter
4:00-4:05pm	Agenda Review	Andre
4:05-4:15pm	NICU Current State Update <ul style="list-style-type: none"> • Nightshift Differential & overall feedback • Safe Staffing Survey Update 	Cherry
4:15-4:55pm	Feedback Needed by Team Compensation & Communication <ul style="list-style-type: none"> • Update on follow up • New Items Recruitment & Communication Team <ul style="list-style-type: none"> • Update on follow up • New Items Travelers & Communication Team <ul style="list-style-type: none"> • Update on follow up • New Items HR General <ul style="list-style-type: none"> • Staff liaison with HR embedded in NICU to answer HR related questions or direct to appropriate person 	Fultz/Owens/Ortiz Perkins/Kuhns/Ortiz Perkins/Ortiz Cherry/Fultz
4:55-5:00pm	Next Steps <ul style="list-style-type: none"> • Next Meeting Date (11/3 4-5pm is holding – confirm) 	Andre

Follow Up**NICU Current State Update (Cherry/Swanson/Andre)**

A PowerPoint document was shared with the group (emailed to group & shared in meeting). The team is working on the feedback from the Town Hall events. Communication and Retention Council questions and suggestions have been addressed and positive progress is occurring. The NICU now has 4 representatives on Retention Council and the feedback from the last meeting was positive. True culture change is in motion.

Parking issues were addressed and it was found that the weekend team can park in the CCC. Hours are being confirmed and will be shared with the team. Per Diem could not be Neo Response or charge nurses and have now been re-evaluated and are able to be in these roles. Jackie Ward noted that this change will positively impact the preceptor work that her team is doing. Jackie and Judy Swanson will connect on the preceptor plan this week. HR liaisons have been chosen and names sent to Sherry Fultz. Sherry and Heather will work to create a process of information sharing for this team. PCM office hours will be posted, the location will be determined. The premium night shift differential has had overall positive feedback. One issue that needs to be addressed is the float within and outside of NICU when working a differential pay shift. Heather will work with leadership to determine next steps and communication.

Compensation & Communication

Future programs letter is in process for the NICU. Talking points for the leaders will be shared along with the letter. A request was made to create a similar letter/communication for the preceptors program. Amber & Isabel will work with Judy and Jackie to compile.

Recruitment & Communication

A few members of the Kinetix team attended the NANN conference with a low yield, however they did make some connections with nursing schools and will utilize those contacts going forward. Social media netted out over 57,000 views in the last week. The Magnet conference had a strong turnout and they received over 1,000 points of contact. Judy Swanson would like to be added to the report that shows the number of nurses hired. Heather receives a report and will add Judy to that report.

Travelers & Communication

One Traveler profile was submitted last week and 5 candidates were sent to the NICU to make contact. We are pending the update from those contacts – Courtney Prewitt is the new point of contact for Travelers. Mary Jo asked if the Travelers for NICU could be interviewed by someone outside of the NICU with relevant experience to gain speed. Heather Cherry & Gail Parazynski will discuss and determine if a leader on Gail's team can assist to speed up the process. As we look to the future we need to determine if we scale back on Travelers what that looks like. A request was made for Catherine Codispoti's team to do some modeling, factoring in volumes.

A proposal was made to create a process for Travelers contract expirations. Carol Boswell proposed we have a 3 point accountability system that would include Right Sourcing (Nicole McCall-Simon), Carol Boswell (Talent Acquisition Manager) and the appropriate leader on the specified unit. A calendar invite would be sent 6 weeks prior to the contract ending, the three would discuss if the Traveler should be renewed/extended and move forward. Carol will work with Right Sourcing on a process and do a PDSA in the NICU. Another suggestion was made for the Traveler to get a "welcome" note two weeks in from the hiring manager. Heather will connect with the leaders on the welcome notes.

Proposed Agenda for 11/3 4-5pm Meeting

NICU Current State Update

Team update on follow up items and any new items

Discuss how to create a plan that can be used system wide to implement what we are doing for the NICU

Discuss the EARN program – current state, future state & communication process

FOLLOW UP SNAPSHOT LIST

Follow Up Required	Assigned To
Create a process for the NICU liaisons to be trained initially and on-going partnership with HR.	Cherry/Fultz
Determine if premium differential is paid when floating within and outside of NICU when signed up for a differential shift. Create communication around process.	Cherry/Swanson/Owens/Ortiz
Letter for future programs (NICU specific) and talking points.	Owens/Ortiz
Begin letter/communication for NICU Preceptor program. Work with Judy/Jackie/Amber/Isabel	Owens/Ward/Swanson/Ortiz
Send Open/Filled NICU report to Judy Swanson	Cherry
Determine if Travelers for NICU can be interviewed by someone outside of the NICU with relevant experience.	Cherry/Parazynski
Modeling on scaling back Travelers (factor in volumes)	Codispoti
Travelers contract expiration/extension process - work with Right Sourcing on a process and do a PDSA in the NICU/	Boswell/Right Sourcing/NICU Leaders
Travelers Welcome Notes within two weeks of arrival – Heather to work with her admin to create a process for this to occur.	Cherry

NICU Strategy Follow Up Meeting

November 10, 2015

4:00-5:00pm

EVP Conference Room

Dial In: 866.854.6779/*9818321* (*2764*)

Invited:

- | | | |
|-------------------------------------|--|---|
| ○ Linda Aldred, M.Ed., SPHR | ○ Jay Kuhns, Talent Acquisition | ○ Terrie Walsh, Sr OD Consultant |
| ○ Mary Jo Andre, MSN, RN, NEA-BC | ○ John Nickens, MBA | ○ Jackie Ward, MSN, RN, NE-BC |
| ○ Carol Boswell, MBA | ○ Isabel Ortiz, Dir Human Resources | ○ Jennifer Wilson, Dir Financial Services |
| ○ Heather Cherry, MSN, RN, NE-BC | ○ Amber Owens, MBA, SHRM/SCP | ○ Marsha Zimmermann, SPHR, SHRM/SCP |
| ○ Catherine Codispoti, MHA | ○ Gail Parazynski, MSN, RN, NEA-BC | |
| ○ Bill Coon, MSOD | ○ Matt Perkins, Assist. VP Human Resources | |
| ○ Sherry Fultz, VP, Human Resources | ○ Rachel Shupe, VP Financial Services | |
| ○ Alec King, Sr. VP Admin. | ○ Judy Swanson, MBA, BSN, RN | |
| ○ Jay Kuhns, Talent Acquisition | | |

Desired Outcomes:

- Status Update – barriers and actions

Time	Topic	Presenter
4:00-4:05pm	Agenda Review	Andre
4:05-4:15pm	NICU Current State Update <ul style="list-style-type: none"> • Nightshift Differential & overall feedback • Safe Staffing Survey Update • Payroll Issues 	Cherry
4:15-4:55pm	Feedback Needed by Team Compensation <ul style="list-style-type: none"> • Update on follow up items • New Items Recruitment <ul style="list-style-type: none"> • Update on follow up items • New Items Travelers <ul style="list-style-type: none"> • Update on follow up items • New Items Earn Program <ul style="list-style-type: none"> • Current Status, Future State, Next Steps Moving to a System Process <ul style="list-style-type: none"> • Current Status, Future State, Next Steps 	Fultz/Owens Perkins/Kuhns/Ortiz Perkins/Boswell Perkins Group
4:55-5:00pm	Next Steps <ul style="list-style-type: none"> • Next Meeting Date (Nothing scheduled – determine need/time/location) 	Andre

Follow Up**NICU Current State Update (Cherry)**

A PowerPoint document was shared with the group (contact Heather Cherry for soft copy). NICU leadership is seeing overall positive feedback on the nightshift differential pay program. Some day shift staff are covering some night shifts, floating staff to PICU, CVICU and cancelling staff when needed to align with census.

A request was made to evaluate Travelers to determine what we need, timing of start dates, end dates, transition to FTE or planning for next steps (i.e. hired/job closed, Traveler vs TCH count on unit, precepting status/timeline). Catherine Codispoti will bring information to the next meeting.

Compensation (Owens/Fultz)

Amber shared document with multiple options for Commitment bonus pay out. General consensus was option to allow new staff to join through the year (based on 1,248 hours/24 hours a week) with a timeframe of every 3 months. Judy brought up the previous bonus structure in the CVOR and requested Sherry Fultz pull it, review and make additional suggestions to group. Next steps are a final proposal and communication plan to Judy Swanson, Heather Cherry and Mary Jo Andre who will work with the team to provide triggers for the program.

Jackie Ward shared that the NICU Preceptor Focus Team discussed a bonus upon completion of Precepting and determined that would not be the best incentive. They are currently proposing to increase the hourly precepting rate from \$2.00 to \$2.50 an hour. Amber Owens will check the Precepting rate in the Med Center and report back. Jackie's group is working on a matrix to utilize Preceptors in a new way based on hire date/onboarding and will share once the model is finalized.

Recruitment (Perkins/Kuhns)

Kinetix team is putting together a recruitment marketing plan to create a sustained presence across a variety of channels. Judy Swanson asked if we can look into the NNP positions – currently 9 open positions, but only 4 are posted and we have a shortage of NNP's. Jay Kuhn would like to pull together a focused hiring campaign for NNP's and use current NNP's to "sell the role & TCH". Carol will connect with Charley Elliott (NNP leadership) to discuss current NNP status, postings, hiring campaign – connect Charley to Jay and ask if she is using a search firm or professional site to source NNP's.

Travelers (Boswell/Cherry)

Heather reported in her NICU PPT we have 25 current Travelers in the NICU, 9 starting in November and 1 in January. 2 offers are out. We have 11 open positions (N2: 1 day, 2 night, N4: 1 day, 3 night and PFW NICU: 4 night).

Carol gave an update on the Travelers contract end date PDSA. A process was put in place with the ACD, RightSourcing (Nicole) to speak 6 weeks prior to contract end date to determine a) end contract, b) extend contract or c) convert to FTE. We will test this through November, get feedback from ACD's, make changes and roll out to the system.

An issue of the contract extensions or new Traveler request for taking a long period of time to process was brought up. The current process is manual (Unit Leadership submits to Director, Director submits to Matt Timmons (CPFM) who reconciles to budget, signs and sends to CNO for final approval, CNO signs and submits to RightSourcing). A request was made to look at an automated process. Catherine Codispoti and Carol Boswell will work together to create a process.

Earn Bonus Program (Perkins)

Matt presented the current Earn Bonus Program (contact Matt for soft copy) with recommended enhancements. He is working on re-vamping the program and will report back to the group by year end. Plan will include proposed changes, enhancements, process and communication strategy.

Next Steps (ALL)

The team discussed what the next steps for this group was and Mary Jo requested that HR bring back the following to the next meeting for discussion:

Provide a list of ways HR can further support the NICU, specifically with reporting & retention. (Fultz/Perkins/Murdock)

Propose HR NICU Liaison Program "Flexpert" (Murdock)

Determine plan for Woodland's impact on Nursing as a whole (Fultz/Perkins)

Discuss plan going forward as a System

FOLLOW UP ITEMS

Follow Up Required	Assigned To
Evaluate Travelers in NICU (determine need, timing of start/end dates, transition to FTE, next steps).	Codispoti
Connect with Charley Elliott re: NNP (NNP status, postings, hiring campaign – connect Charley to Jay and ask if she is using a search firm or professional site to source NNP's.	Boswell *Update: left message and Charley responded she is out and will connect with me Tuesday 11/17
Determine an automated option for the current Manual Travelers new/extension process.	Codispoti/Boswell *Update: Carol spoke with Mary Jo to get her input. Left message for Catherine to connect on options and who to work with on her team.
Finalize Commitment Bonus - a) Judy brought up the previous bonus structure in the CVOR and requested Sherry Fultz pull it, review and make additional suggestions to group. b) Next steps are a final proposal and communication plan to Judy Swanson, Heather Cherry and Mary Jo Andre who will work with the team to provide triggers for the program.	Fultz/Owens partner with Swanson/Cherry/Andre
Follow up on Precepting incentive in Med Center (request to move from \$2.00 to \$2.50)	Owens
Earn Program Status Update - Plan will include proposed changes, enhancements, process and communication strategy share with team by year end.	Perkins/Ortiz
<p>Next Steps: Provide a list of ways HR can further support the NICU, specifically with reporting & retention.</p> <p>Propose HR NICU Liaison Program "Flexpert"</p> <p>Determine plan for Woodland's impact on Nursing as a whole</p> <p>Discuss plan going forward as a System ICU Woodlands</p>	Fultz/Perkins/Murdock Murdock Fultz/Perkins Group

NICU Strategy Follow Up Meeting

November 17, 2015

4:00-5:00pm

EVP Conference Room

Dial In: 866.854.6779/*9818321* (*2764*)

Invited:

- | | | |
|-------------------------------------|--|---|
| ○ Linda Aldred, M.Ed., SPHR | ○ John Nickens, MBA | ○ Emily Murdock, Project Manager |
| ○ Mary Jo Andre, MSN, RN, NEA-BC | ○ Isabel Ortiz, Dir Human Resources | ○ Jackie Ward, MSN, RN, NE-BC |
| ○ Carol Boswell, MBA | ○ Amber Owens, MBA, SHRM/SCP | ○ Jennifer Wilson, Dir Financial Services |
| ○ Heather Cherry, MSN, RN, NE-BC | ○ Gail Parazynski, MSN, RN, NEA-BC | ○ Marsha Zimmermann, SPHR, SHRM/SCP |
| ○ Catherine Codispoti, MHA | ○ Matt Perkins, Assist. VP Human Resources | |
| ○ Bill Coon, MSOD | ○ Rachel Shupe, VP Financial Services | |
| ○ Sherry Fultz, VP, Human Resources | ○ Judy Swanson, MBA, BSN, RN | |
| ○ Alec King, Sr. VP Admin. | ○ Terrie Walsh, Sr OD Consultant | |
| ○ Jay Kuhns, Talent Acquisition | | |

Desired Outcomes:

- Status Update – barriers and actions

Time	Topic	Presenter
4:00-4:05pm	Agenda Review	Andre
4:05-4:15pm	NICU Current State Update <ul style="list-style-type: none"> • Nightshift Differential & overall feedback • Safe Staffing Survey Update • Payroll Issues 	Cherry
4:15-4:55pm	Feedback Needed by Team <p>Compensation</p> <ul style="list-style-type: none"> • Finalize Commitment Bonus • Preceptor Differential Follow Up <p>Recruitment</p> <ul style="list-style-type: none"> • NNP Status Update (posting status, search firm, hiring campaign) • Earn status update <p>Travelers</p> <ul style="list-style-type: none"> • Evaluate Travelers in NICU (determine need, timing of start/end dates, transition to FTE, next steps) • Determine automated option for current manual Travelers new/extension process <p>Moving to a System Process</p> <ul style="list-style-type: none"> • Provide a list of ways HR can further support the NICU • Propose HR NICU Liaison Program “Flexpert” • Discuss focus on ICU and Woodland’s HR components 	Fultz/Owens Boswell/Kuhns Perkins Codispoti Boswell Fultz/Perkins/Murdock Murdock Fultz/Perkins/Group
4:55-5:00pm	Next Steps <ul style="list-style-type: none"> • Next Meeting Date (Nothing scheduled – determine focus/time/location) 	Fultz

Follow Up

NICU Current State Update (Cherry)

NBC PPT shared (contact Heather Cherry for soft copy). 19 confirmed RN's to start and 34 hired in the last 3 months, leaving 102 open positions. 27 Travelers at this time with 10 starting November, 1 December and 1 January at this time. 9 open Traveler positions at this time (N2: 2 night, N4: 2 day, 2 night and PFW NICU: 3 night). We are making progress and want to thank this team for their continued partnership.

The CMA issue with St Joseph's Hospital was brought up and Mary Jo asked Carol Boswell to follow up with Cris Daskevich on status and how our internal teams should respond. Carol spoke with Cris on 11/20 and learned that they are not closing at this time, pending an extension the first week of December. We (TCH) covers their nursery and are hopeful that they will come out of this. Their NICU is 88% Medicaid. Cris asked that Talent Acquisition let her know if we see an influx of resume's from St Joseph's nurses. Carol notified Josh Hutchins at Kinetix and he will make his team aware that we are in partnership with St Joseph and need communicate with Carol on any applicants.

Compensation (Owens/Fultz)

Commitment Bonus: Team is close to finalizing triggers and will send draft to Mary Jo for final review. Mary Jo will let them know if she would like it taken to CEG (approximately \$2.2M ask) then for pre-approval.

Preceptor Pay: Amber did some comps in the Med center and Memorial Herman is paying \$250 at the end of the precepting time, Methodist is paying \$2/hr and she is waiting for feedback from St Luke's and MD Anderson. A request was made for the Catherine Codispoti and Amber Owens to build a financial model for Woodland's Precepting.

Recruitment (Perkins/Kuhns)

NNP Status Update: Carol Boswell spoke with Charley Elliott and there are 8 open NNP positions. Jay Kuhns will connect with Charley to discuss a hiring campaign and she will connect him to the NNP's that would be the best match for this campaign. (Carol connected Jay & Charlie via email on 12/20) Charley also shared that she works with three search firms (in order) 1) Linkous & Associates, 2) Jill Melnic ---cute care and 3) Insearch. Charley suggest we advertise positions on NANNP (<http://www.nannp.org/>)

Travelers (Boswell/Cherry)

Catherine Codispoti shared a document evaluating Travelers (need, timing of start/end dates, transition to FTE and next steps). The group reviewed the information and asked Catherine to add the 19 new hires into the numbers (day vs night). We will continue to pursue 9 open Travelers and look at the potential to flip day Travelers to night if needed.

Contract Expiration Dates: Dates have been placed as reminders on calendars. Carol will check in at end of month to determine if process worked, make any changes and then request to implement as System initiative. Looking at having invites come from RightSourcing directly to the AD of the unit for accountability.

Traveler's Conversion Form Automation: Catherine's team is vetting their final manual version and Patty Luke will take point to move the form from a manual process to an e-form through SharePoint. Mary Jo asked that we expedite the process and let her know the timeline – she can work with IS to call in a favor on the timing. Carol let Patty Luke know to move forward with automating the form and the process of escalation.

Moving to a System Process (Next Steps)

The team discussed having the next meeting 12/8 or 12/15 with the transition from Nursing leading to HR leading and the focus on CVICU/PICU. Carol and Emily will work on a template for the team to present data (include: information on preceptors, turnover bed availability, etc). Mary Jo/Gail to let Tarra and Shannon know their areas are up next.

Next Steps (ALL)

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FOLLOW UP ITEMS

Follow Up Required	Assigned To
St Joseph's CMA Issue Follow up (Staff)	Carol Boswell
Preceptor Incentive in TMC (ST Luke's & Woodlands)	Amber Owens
Build a Preceptor incentive financial model for Woodland's	Amber Owens/Catherine Codispoti
Connect Charley Elliott with Jay Kuhns re: NNP Campaign. Carol sent connection email 12/20	Carol Boswell
Travelers Detail from Codispoti: asked to add 19 new hires in mix and re-send to group.	Catherine Codispoti
Notify Shannon Holland & Tarra Kerr their team is up next.	Mary Jo Andre/Gail Parazynski
Meet with Shannon Holland and Tarra Kerr to discuss template for presentation – what metrics do they focus on, priorities, etc.	Carol Boswell/Emily Murdock
Partner with Cherry/Swanson on Flexpert program	Emily Murdock