



UNIVERSITY of WASHINGTON

FY2021 Annual Review Narrative Survey

Unit Name: [Health Sciences Administration]

Programmatic & Academic Vitality Narratives

- 1) Have you made any changes to your unit's annual budget development process from the response provided last year? If yes, please briefly describe the changes you've made to your unit's annual internal budget development process. If no, please answer with a simple, "no changes." *Word Limit: 500*

The overall process that HSA uses has not changed, but there have been changes in how some of the units perform their internal budget process.

The Primate Center has made significant changes in its budget development process and is currently working on a process that will allow it to have more accurate projections and a budget resolution at least 6 months before the start of the next fiscal year. Tracking of current revenue and expenses vs. budget has improved and is performed more frequently which better informs each fiscal year's budget process. Program income units that are expected to be unable to meet financial goals have been shut down as part of a more stringent review. This analysis will continue for future fiscal years. The FY20 budget was created with more realistic estimates than in past years. This will continue for future budgets.

Every three years Environmental Health & Safety (EH&S) updates its strategic plan, objectives, and goals and then assures that its internal budget process is in alignment. EH&S updated these this year and reflected them in their proposed FY21 budget.

- 2) Have you made any changes to your unit's strategic plan in the past year? If yes, what are 3-5 key elements of your unit's new/revised strategic plan? If no, please comment on the progress you've made in 3-5 key areas of your strategic plan. *Word Limit: 500*

Each Health Sciences Administration (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 that was newly adopted. HSA units will adjust each's strategic plan to align with the following:

Elevated administrative & financial support and management for our units

- Enriched resource management
- Better standard reporting
- Improved processes and training
- Enhanced bridge between upper campus & units

Design and implementation leader in Financial Transformation Initiative

- Lead change management
 - Communication
 - Training
 - Understanding/bridge – our role & responsibility
 - Ability to explain to others

Center for Shared Services (CSS) optimization and expansion

UNIVERSITY of WASHINGTON
FY2021 Annual Review Narrative Survey

Unit Name: [Health Sciences Administration]

- Continuously strive to perfect “best practices” and data sets within CSS for enriched optimization, streamlining, and efficiencies
- Look for and act on opportunities and capacity for marketing and expansion

3) What major obstacles or institutional barriers currently do, or will, hinder execution of your strategic plan? What are you doing to address these challenges? If no changes from your response to either component of this question from last year, please answer “no changes”: *Word Limit: 250*

- **Resource Constraints**

- While HSA has sufficient resources to execute its strategic plan, the lack of resources of some units that report to it make it difficult to execute the strategic plan of each.
- The overall funding of EH&S is approximately one-half that of peer institutions based on a peer review.
- 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.
- 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.

- **Addressing the Challenges**

- Redirect resources
- Recover costs in new ways
- Advocate for deferred maintenance and instructional funding
- Seek more efficient ways to function

- **Antiquated Enterprise Systems**

- Financial reporting is very limited by current systems
- Enterprise learning management system is needed to deliver and track training

- **Addressing the Challenges**

- Adopt Financial Transformation Initiative as soon as possible. Use it to fundamentally change how business is performed.
- Advocate for other enterprise system enhancements that maximize the impact of HSA units.

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/campus and/or another unit/campus? *Word Limit: 500*

EH&S developed new memorandum of understanding (MOU) and fee for service agreements with campus partners such as UW Tacoma (UWT), UWMC Northwest, UW Facilities, and self-sustaining units such as CoMotion and UW Neighborhood Clinics to recover costs and establish roles and responsibilities for safety.

EH&S is working with UW Capital and Space Management to include a per gross square foot funding model for EH&S services as part of the operating budget maintenance request for new buildings. There will be a non-lab rate and a lab rate. Currently, there is one new building (Population Health) planned for construction in the next 10 years where an EHS rate per GSF has been approved. This model will help in the long term but will not have significant impact over the next 10 years.



UNIVERSITY of WASHINGTON

FY2021 Annual Review Narrative Survey

Unit Name: [Health Sciences Administration]

Hall Health will be shifting some expenses to the HSA Center for Shared Services and has an expectation that this will result in a reduction in overall expenses for IT.

Health Sciences Risk Management's goal is to expand the Drug Diversion Prevention program which will require additional expenditures in the form of salary and benefits. It is believed that the risk mitigation and program support this would provide justifies this cost. An SBAR has been completed to demonstrate necessity to UW Medicine leadership with a suggestion to hire someone with the appropriate skills.

As a service unit, Health Sciences Academic Services & Facilities (HSAS&F) is directly aligned to all three components of the UW mission. It will continue to grow its strategic initiatives to support its changing environment. It will change its rate models to support growing labor and university overhead (Workday, UWFT etc.) expenses, focusing on the biggest impacts when planning its instructional support and common area projects, leveraging a standard spec, actively managing service risk portfolio through contingency and BARC planning.

Over the next year, the Primate Center will be executing significant staff reductions and cost-cutting measures to decrease its expenditures and is hopeful that there will be further movement on sub-lease of space at our Western facility to increase revenues. The net effect is that there should be a decrease in the operational deficit for Th.

The Center for Shared Services ran at a deficit in its first rate year. With two months left in the current rate year, the deficit has been eliminated. CSS costs will be reduced dramatically in its third year as a result of fine-tuning the model. This will lead to significant cost savings for its customers.

- 5) What is your unit doing to effectively use or redeploy resources in a way that benefits your unit/campus and/or other units/campuses? [Word Limit: 500](#)

The previously mentioned Health Sciences Administration Center for Shared Services continues to be an example of using resources in a more efficient way. A few 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 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. Current services offered are IT, Purchasing, Reconciliation, Travel Reimbursement and Planning, and Hiring support.

Originally, services were only offered to HSA units, but in the past year a number of non-HSA units, including both operational and academic groups, have taken advantage of IT services. This has led to decreased customer costs due to economies of scale. 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 in the future. Center leadership meets regularly with other Shared Services groups on campus to help both existing centers and new ones to learn from shared experiences.

Other examples:



UNIVERSITY of WASHINGTON

FY2021 Annual Review Narrative Survey

Unit Name: [Health Sciences Administration]

The Alcohol and Drug Abuse Institute (ADAI) Small Grants program awards pilot projects throughout the UW campus and is open to all departments. ADAI staff are active collaborators with staff and faculty in numerous departments across campus providing subject matter expertise on a broad array of projects and disciplines. EH&S is utilizing technology and web-based systems to make administrative processes more efficient. An example is a process improvement effort to link the Online Accident Reporting System data to a worksheet to facilitate faster development of annual workplace accident statistics for safety committee sponsors. Time to prepare data was reduced from three months to two weeks. Development of web-based inspection systems such as the laboratory safety dashboard and the biosafety inspection system (in process) are other examples.

EH&S merged the laboratory safety and research and occupational safety sections to join similar disciplines creating a more effective and standardized approach to serve the research community. This merger facilitates cross training to add bench depth and enhance overall cognizance with single supervisor oversight. This merger also eliminates service redundancies and role confusion for staff and clients.

Hall Health changed its hours of operation and services in its urgent care site in response to student requests.

HSAS&F employs best practices in strategic and operational planning to effectively use resources. Resources are prioritized to the highest value-added activities. Partnerships and collaborations are developed across the UW to share and learn best practices, align policies and efforts where possible, to achieve shared goals, and reduce duplication of efforts. Our lean staffing model requires cross-training to be prioritized to continue our business operations during turnover.

The Primate Center continually works to look at ways to improve our efficiency and increase communication and interaction with other units by working to take advantage of the many resources that are available thru the university to support efficiency in communications and data storage. The Center has increased its reliance on technology to increase its communication within its groups and use an in-house developed software system to manage and communicate regarding on-going studies. This has worked well for tracking meetings with the scientists at the leadership level and with the research scientists and support staff for study tracking and experimental support. In addition, we work closely with Health Sciences Administration and their Center for Shared Services for IT, travel, HR and purchasing support.

- 6) For UW student facing units, what are you doing to improve the experience and outcomes of students on your campus or in your unit? What could the University do to support your efforts? *Word Limit: 500, Leave blank if N/A*

The Center on Human Development and Disability (CHDD) remains active in training undergraduate, graduate and professionals in the field of developmental disabilities. The CHDD receives no funds from the UW to support this effort.

HSAS&F continues to partner with Academic Technologies to build and leverage standard specs within its general use classrooms. They also engage with the Campus Stewardship committee to advocate for funds to renovate aging classroom and common area spaces. With the University providing planned funding for classroom maintenance (deferred and future) and staffing, our unit could better plan for projects, improve support of the daily delivery of curriculum in the classrooms, and leverage bandwidth spent asking/submitting for needed funding on other strategic initiatives, overall improving the student experience.