



UA Patient Care Services Leadership Proposal For Flexible Work Schedule

The following proposal outlines the guiding principles of a flexible work schedule for UA Patient Care Services leadership. Recent engagement scores indicate the opportunity to improve job satisfaction and work-life balance. Further, the COVID-19 pandemic fast-tracked the acceptance of tele-work as a necessary and feasible option for leaders at OHSU. The benefits of this flexible work schedule includes promoting work/life balance, supporting recruitment and retention, and supporting leader engagement. We know from both contingency and social exchange theories that organizations need to be open and flexible to meet different needs and challenges from the changing environment (Myungjung & Jeon, 2017); and if employees perceive that their organization offers them preferable conditions or benefits, employees will reciprocate demonstrating higher loyalty and commitment to their organization (Choi, 2018). It is for these reasons we respectfully submit the following flexible work schedule proposal to executive nursing leadership.

Guiding Principles

- All Unclassified Administrative (UA) Patient Care Services (PCS) leaders are expected to work an **average of 40 hours per week**, at which time they are accessible to their direct reports, units/teams, and other leaders in the organization.
- Active work hours/coverage may differ across leadership groups but all flexible work schedule options as described below are available to all patient care leaders.
- Flexible work schedules are intended to be flexible and responsive to operational priorities. PCS leaders will adjust their schedule to meet current demands and communicate those changes in a consistent and timely manner.
- The needs for on-site coverage/leader presence will vary across departments and areas within the organization and should be developed through shared governance with directors. Pre-approved vacation time should be considered when discussing needs for on-site coverage.
- PCS leaders will communicate their flexible work schedule to their peers/clients and staff in a consistent and timely manner.
- PCS leaders who oversee patient care units will share flexible work schedule options with the UBNPC (if appropriate) to seek input on how to best share their chosen schedule with their staff.
- The flexible work schedule will regularly be evaluated for the impact on work-life balance, leader visibility, and engagement. PCS leaders will use a common nomenclature to describe their chosen schedule in their calendar system.

Flexible Work Schedule Options


Please review the organizational document on Flexible Work Schedules for additional definitions.

<https://o2.ohsu.edu/telework/getting-started/make-schedule/index.cfm>


Flextime: An arrangement that offers flexibility in an employee's arrival, departure and/or lunch times but does not change the total number of hours worked in a day.

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- Staggered hours within a fixed schedule: Employees establish starting and ending times that differ from the department's norm, but keep the same schedule each day.
- Core hours within a variable schedule: Employees must be present during specified core hours determined by the supervisor/manager, but may adjust their arrival and departure times each day (e.g., set coverage 10-2 every day, but the other four and a half hours per day vary).
- Variable day: Employees may work a consistent schedule of a different number of hours each day as long as they achieve the expected number of hours within the week (e.g., Monday, Wednesday ten hours; Tuesday, Friday eight hours; Thursday six and a half hours).
- Mid-day flex: Employees may take a longer scheduled break than usual if they make up the extra time by starting work earlier or staying later.
- Take back day: Employees who work more than 40 hours in a given week, can take back the extra time they worked via a paid day off in a subsequent week


 **Compressed Work Week:** A schedule that allows the PCS leader to work extended daily hours in order to complete a full work week in fewer than five days.

- 4 (10 hour) days every week
- 9/80 – 8 (9 hour days) and 1 (8 hour day) with one day off every 2 weeks
- 3/12 – 3 (12 hour days) and 1 (4 hour day) every week
- 4/9s – 4 day workweek with nine hours worked each day plus one day with 4 hours worked each week.
- Open – another compressed work week that meets the needs of the unit leaders and staff

 **Alternative Work Site/Telecommute:** Part or all of the work is done from home or another location not owned by OHSU.

- PCS leaders should have the option to work from an alternative work site, 1-2 days/week regardless of which schedule they follow. Some leadership positions will have a need to telecommute more than 2 days/week and they will need to work with their direct supervisors to determine what is appropriate to meet the needs of the department/organization.

Communication standards

 The PCS leader adopting a flexible work schedule will communicate their chosen schedule to their peers, clients and staff in a timely and consistent manner.

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Work Schedule Communication with Staff/Clients Options:

- Email staff/clients on a determined cadence (weekly, bi-weekly, monthly) upcoming schedule
- Post current schedule on office door and at Charge/HUC desk
- Collaborate with UBNPC to determine best approach to communicate schedule to staff

Work Schedule Communication with PCS Leader Peers Options

- Leaders will update hours working and location (on-campus vs. telecommute) in a consistent manner
- Update division/cluster/specialty area shared Outlook calendar with working hours and location
- Share a calendar in a box folder where leaders can update their schedule (hours and location) and access others' schedule
- Consistent language will be used to define flexible work schedule options when updating shared calendar.
 - TBD: (Out of Office) Take back day – not working and not accessible
 - RDO: (Out of Office) Regular Day Off – not working and not accessible
 - EDU: (Out of Office) Education – learning offsite and generally not accessible
 - PTO: Paid time off- not working and not accessible
 - TELE: (Out of Office) Telecommuting – actively working and accessible
 - Example: Jane S. -TELE (0700-1530)
 - OC: On campus and accessible
 - (Name – location – times accessible)
 - Example: Molly-OC-UHS (0600-1600)

Options for Defining Success

Metrics to consider to evaluate the success of the flexible work schedule.

Domain	Description	Measurement Tool
Leader Performance Results	Are the leader's outcomes the same (or +/-) than before the flexible work schedule program. Are leaders making deadlines, contributing to project work, influencing change at the organization, etc.?	% of Leader GROW conversations completed on time % of staff GROW and GROW Plus conversations completed on time
Leader Engagement	Do the teams feel connected (leader to staff)? Are we still connecting? (leader to leader)?	Organization wide engagement survey results PCS leadership engagement pulse surveys conducted at least every six month

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Retention and Recruitment	Are performers staying? Are leaders who stay satisfied and engaged in their work? Are we recruiting desirable candidates?	Turnover data from HR for both PCS leaders and PCS staff
Work-Life Balance	Does leadership feel they have meaningful work and a sustainable lifestyle outside of work?	Organization wide engagement survey results
Communication	Do leaders have an effective way to communicate with peers and staff while working in a flexible work schedule? Do staff know how/when to reach leaders following a flexible work schedule? Are we using consistent nomenclature across the nursing division in regard to flexible work schedule options?	PCS leadership engagement pulse surveys conducted at least every six month Consistent application of approved nomenclature in PCS leader calendars

References

- Myungjung Kwon, & So Hee Jeon. (2017). Why Permit Telework? Exploring the Determinants of California City Governments' Decisions to Permit Telework. *Public Personnel Management*, 46(3), 239–262.
<https://doi.org/10.1177/0091026017717240>
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