

Family Support Collab Charter

Business Case

Caregiving policies and supports in place at UVA require inclusive options for eldercare, dependent care, and childcare. UVA currently sponsors four childcare centers in the Charlottesville area, as well as provides back-up care and a hiring service through a third-party vendor (Bright Horizons). The centers have been sponsored by different divisions within UVA, resulting in varying services and costs for participants. Recently, UVA Human Resources has become the relationship manager for the Malcolm Cole Childcare Center, which has increased UVA's transparency into services, costs, waiting lists and participant satisfaction. This role is in addition to the role UVA HR has had in providing back-up care benefits through Bright Horizons. There are limited elder and adult care options.

In March 2020, UVA HR quickly leveraged the Bright Horizons agreement to offer new services to meet the needs of employees during the pandemic. Adding a Crisis Care benefit, which allows greater flexibility in caregiving arrangements, and allowed UVA to better meet the needs of employees and their families. The Crisis Care benefit is intended to be short-term solution while the organization and employees stabilize during a crisis (i.e. hurricane, natural disaster). It is expensive to provide, and not intended to sustain during a pandemic of this length or nature.

Sustainable caregiving resources are not a one-size-fits-all model, and the desire is to approach support in an equitable way that meet the diverse needs of our employees. A survey in Q4 2020 returned responses from 995 UVA Faculty and Staff, UVA Health System, and UPG Team Members who resulted in the following findings:

- Demand exceeds caregiver supply
- Flexible work options are strongly valued and help support caregiver needs
- The pandemic has changed the way many think about work, and many are still recovering from the emotional toll of the pandemic
- Financial barriers for caregiving are a significant issue for many faculty, and staff

The survey results, coupled with 2020 benefit usage data and research on the impact of COVID-19 on the workforce, show a clear need for additional short and long-term support and new/expanded solutions to caregiver needs.

Opportunity Statement

The COVID-19 pandemic amplified the already difficult caregiver challenges of balancing optionality and affordability in the Greater Charlottesville area. UVA Faculty and Staff, UVA Health System, and University Physician's Group (UPG) Team Members have expressed (through a survey and other feedback) that caregiving concerns caused issues for presenteeism and absenteeism over the past 15 months. While challenges in this area are not uncommon, particularly when the University is not located in an urban area, UVA has an opportunity to be proactive in understanding the need and seeking proactive solutions. In addition to meeting the needs of current employees, this work is important to bring exceptional talent to UVA, to contribute to Diversity, Equity, and Inclusion (DEI) efforts, and to ensure a workforce that can accomplish UVA's strategic goals.

Project Scope

The scope of this project includes bringing together key UVA representatives who have experience and/or insight into caregiving needs and resources to leverage collective knowledge with the goal of better understanding and articulating the needs, challenges, and resources to better support employee's caregiving needs.

It is expected that the Family Collab will:

- Understand the business case for maintaining, modifying or changing the existing dependent care benefits offered to UVA Medical Center team members, UVA faculty and staff. This assessment will include:
 - A review of existing information regarding employees' needs, experiences and usage in the current state and in the years leading up to and including the COVID-19 pandemic
 - A comparison to peer institutions, with similar characteristics, e.g., town size, proximity to a major city and community childcare facilities
- Better understanding of any service gaps and opportunities for improvement, in addition to existing and emerging needs (e.g., upcoming childcare needs anticipated by changes in the workforce/flexible work policies)
- Prepare recommendations and propose a path forward to UVA leadership (UVA HR - John Kosky, and the Provost's Office - Anda Webb) to include:
 - A justification and prioritization for its recommendations
 - Suggestions as to who may be best situated to perform the work (i.e. Pipelines and Pathways, UVA Benefit Administration, etc)
 - A description of resources needed to accomplish the work
 - A proposed timeline and plan for implementation

Goal Statement

The group will employ a holistic approach to identify real-time and future-state needs and gaps that should be addressed to contribute to greater stability in the work environment. The goal is to understand and advocate for employees' diverse and evolving caregiving needs. This will include both real-time needs as they arise, and contributing to greater stability in the work environment through available resources, caregiving still provides challenges for UVA families.

High level objectives toward this goal include:

- Leverage the knowledge and experience of the Family Collab to better assess needs and resources.
- Support and collaborate with other internal efforts to strengthen flextime and work-from-home policies, manager education, and executive support to encourage that the policies are made available and applied equitably and as broadly as possible. [Note: A separate work group has evaluated flex-work opportunities and proposed recommendations.]
- Engage with UVA-Affiliated Childcare Development Center (CDC) vendors to improve communications with parents
- - Compare the four CDC's on grounds for parity (tuition, scholarship, websites) and growth opportunities
 - Monitor analytics for the centers monthly and maintain data for one year to view trends

- Benchmark with other universities and health systems, particularly those that are in non-urban areas, where resources are more limited
- Drive communications to ensure faculty, staff, and team members are aware of existing dependent care benefits and supports
 - Website updates
 - Benefits fairs and outreach
 - Transparency of back-up care usage and surveys
 - Create culturally inclusive communications
- Explore additional benefits targeted to support working caregivers, including:
 - Identification and recommendations regarding additional caregiving resources, both within and outside of UVA
 - Build bridges among existing resources and support efforts to create greater awareness

Project Objective

At the culmination of 12 months, or sooner, the Family Collab will have achieved shared knowledge and/or insights into caregiving needs and resources, documented current state and prepared recommendations regarding future state needs to UVA leadership.

Team

Executive Sponsors: Michael Latsko, and Maité Brandt-Pearce

Project Lead: Nic Miceli

Team Members

Total Rewards: Merica Shepherd

Benefits Administration: Rebecca Gristina

FEAP and Community Resource Services (CRS): Stuart Munson

Provost's Office: Matt Banfield

Women's Center: Genevieve Brackins

Facilities Management: **vacant**

Housestaff: Diane Farineau

School of Medicine: Terri Washington

Faculty Affairs and Faculty Development: Susan Pollart, Dr. Ann Kellams, and Dr. Andrea Garrod (shared)

Medical Center: **vacant**

Madison House: Rose Cole

Faculty Senate: Bradley Kesser, Associate Dean DOI, M.D.

Staff Senate: Adam Richard

Stakeholders

UVA Employees and Medical Center Team Members

Medical Center, UVA and UPG Leadership

Benefits Administration, Communications, and FEAP

HRBP's

Notes

Statistics and meeting notes to be kept in the UVA Family Support Collab Teams folder, or emailed if access is not available.

Preliminary Plan Timeline

Start Date: June 1, 2021

End Date: June 30, 2022