Town Hall Agenda

- Upcoming Events
- New Staff and Shout Outs
- People − HR Updates
  - Performance Reviews
  - New Attendance Policy
  - Employee Engagement
- New Website
- Foundation Update
- Questions/Heard on the Street

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Upcoming Events

- Glaucoma Clinical Conference – Mansour Armaly Lecture *3/21/25*

- Comprehensive Clinical Conference – Wolfe Lecture *4/11/25*

- Optometric Conference *5/9/25*

- Resident and Research Fellow Day *5/16/25*

- Iowa Eye Annual Meeting & Alumni Reunion + ***Department 100th Anniversary Celebration*** *6/13/25 - 6/14/25*

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Our People

New Faces, Recruitment, and Shout Outs

New Faces

Sydney Bowman
PRN Ophthalmic Technician
12/16/24

Najlaa Al Salama
Ophthalmic Photographer II
12/30/24

Ethan Brandauer
Research Assistant
1/6/25

New Faces

Pragati Navghane
Regulatory Coordinator
Human Subjects Research
1/6/25

Charla Martinson
Ophthalmic Technician
1/13/25

Jon Nzombo
Research Intern
Clinical Trials
1/21/25

New Faces

Shradha Darira
Postdoctoral Scholar - IVR
1/21/25

Shahad Elnour
Clinic Services Specialist
2/10/25

Thomas Martinez
Medical Student Gap Year
Fellow
2/17/25

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Residency Match Day Results!

Fellowship Matches!

Incoming fellows:

- Cornea and External Disease: Rachel Chu, MD – KUMC
- Glaucoma: Nicole Mattson, MD – Univ. of Washington
- Oculofacial Plastics, Orbit, and Reconstructive Surgery: Kathy Dong, MD – Indiana University
- Ophthalmic Genetics: Valencia Potter, MD – Case Western Reserve Univ.
- Medical Retina: Rami Abu Sbeit, MD
- Vitreoretinal Surgery: Justin Grassmeyer, MD, PhD – OHSU
- Vitreoretinal Surgery: Saloni Kapoor, MD – Univ. of Pittsburgh

Senior residents continuing to fellowships:

- Bilal Ahmed, MD – Cataract, Refractive, and Anterior Segment Surgery – Cleveland Eye Clinic
- Arnie Garza, MD – Vitreoretinal Surgery – Bascom Palmer
- Cy Lewis, MD, MPH – Oculofacial Plastic and Reconstructive Surgery and Orbital Oncology – Byers Eye Institute
- Joanna Silverman, MD – Cornea and External Disease – Kellogg Eye Center

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Faculty Recruitment

- Ken Goins
  - Clinical Professor (Cornea)
  - Start Date: 2/28/2025

- Leigh Rettenmaier
  - Clinical Assistant Professor (Neuro Ophthalmology)
  - Start Date: 7/31/2025

- Ongoing recruitment for:
  - Pediatric Ophthalmology
  - Oculoplastics

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Staff Recruitment

- Admin Services Coordinator – Retina
- Clinic Service Specialist
- Clinical Trials Research Specialist
- Clinical Trials Research Associate
- Ophthalmic Photographer
- **Ophthalmic Technicians
- **Orthoptists

**Hiring for multiple vacancies*

SCAN ME

IRL Clinical Updates

- We are fully staffed!
- Congrats to Kaytlin Binns on her RN; promoted from Clinical Specialist I to Staff RN
- Collected 300+ glasses with drive over the holidays; will now do year round
- Working with Internal Medicine on diabetic screening opportunities
- Collaboration with main for standardize refractive teaching and practices
- Adopted Lunch and Learns to continue with education

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HR Updates

Performance Reviews, New Attendance Policy, & Employee Engagement

Performance Reviews

- **Thank you** for your participation in the performance evaluation process!

- Department goal for completion: **3/14/25**

- **31% complete** as of 2/24/25

- Employees must "Finalize Review" in Employee Self Service by 3/31/25.

- Staff hired on or after 1/1/25 will not complete an evaluation this cycle.

Performance Review Status Distribution

Not Complete | 68%   Complete | 31%

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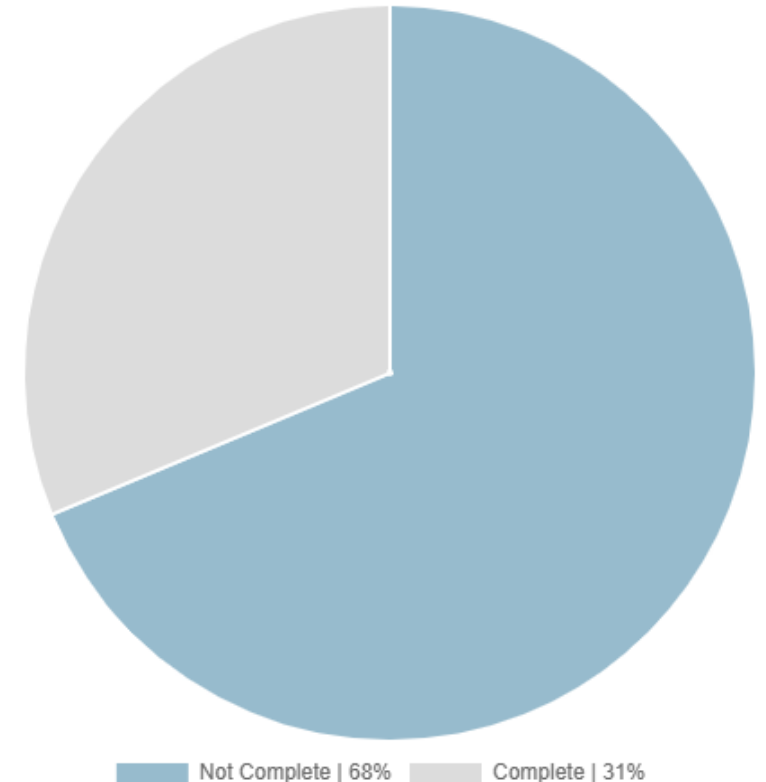
New Attendance Policy

- Effective 4/1/25. Applies to all non-faculty staff system wide.
- Key takeaways:
  - Attendance will be monitored and tracked based on the number of unauthorized absences rather than a benchmark of hours per quarter.
  - Clear definitions and thresholds have been established for unauthorized absences.
  - Attendance concerns will be addressed through a structured process.
- All employees and supervisors are encouraged to attend trainings offered between now and 4/1/25 to learn more about the new policy.
- FAQs: [Time and attendance policy: Frequently asked questions - The Loop](#)

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Last Year's Impact Planning Focus

	Item	Domain	Distribution			Score	vs. Nat'l Academic Healthcare Avg 2023
			Unfavorable	Neutral	Favorable		
Concerns							
48	I am able to free my mind from work when I am away from it.	Employee	24%	26%	49%	3.37	-0.26
46	I am able to disconnect from work communications during my free time (emails/phone etc.).	Employee	28%	20%	53%	3.43	-0.28
45	I can enjoy my personal time without focusing on work matters.	Employee	23%	24%	53%	3.44	-0.27
47	I rarely lose sleep over work issues.	Employee	20%	25%	55%	3.51	-0.13
55	All employees have an equal opportunity for promotion regardless of their background.	Organization	13%	23%	64%	3.72	-0.17
23	The person I report to is a good communicator.	Manager	13%	18%	69%	3.81	-0.20
63	I am mentally and emotionally healthy.	Employee	8%	20%	72%	3.89	-0.18
64	I am physically healthy.	Employee	9%	17%	74%	3.90	-0.18
58	I can be my authentic self at work.	Employee	9%	19%	72%	3.94	-0.15
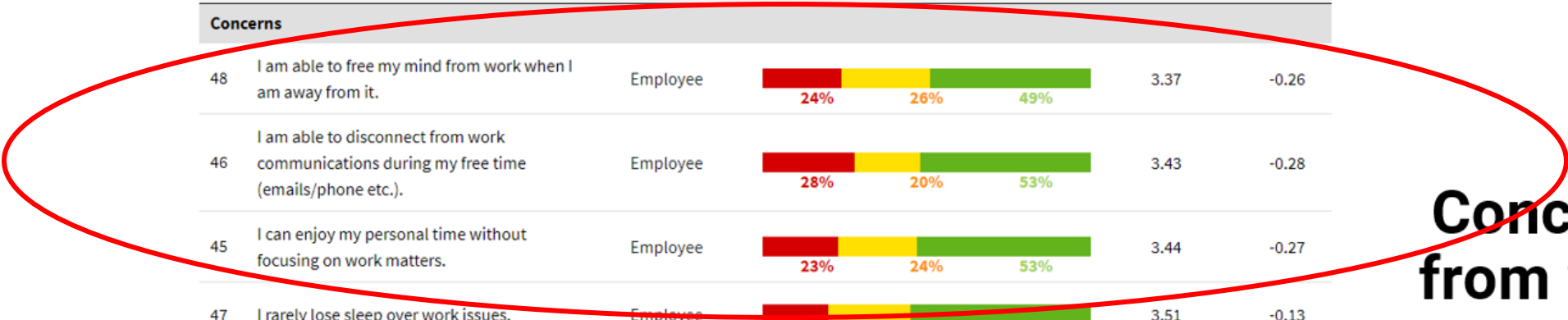
Concerns from 2023 Survey

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Last Year's Impact Planning Focus (Cont.)

- We formed an "impact planning team" and conducted a department wide survey assessing the **ability of staff and faculty to disconnect from work**.

- An **executive summary** of survey findings is available at the QR code.

- All department staff received a link to the executive summary in an e-mail on 10/2/24.

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Department Results of Disconnecting from Work Feedback Survey

Monhollon, Melissa
To ⊞ **Ophthalmology Staff**

↩ Reply   ↩↩ Reply All   → Forward   ⋯

Wed 10/2/2024 9:42 AM

Hello!

On behalf of the department's employee engagement impact planning team, I want to thank all faculty and staff who submitted responses to our survey in July which aimed to understand why it is difficult for our team members to disconnect from work. The purpose of this survey was to gain feedback and develop strategies which could address our lowest scoring 2023 employee engagement survey question – the ability of employees to disconnect from work.

Included at the end of this e-mail is a brief executive summary on the findings of our survey. (Huge thank you to Dina Blanc and Ebony Parks for preparing this summary!) A full report on the survey data gathered can be viewed here: Survey Results Summary as of 8-8-24.docx (You will be required to enter your Hawk ID username and password to review the document.)

In reflecting on these results, the impact planning team defined the following as potential strategies for mitigating barriers our staff/faculty face in disconnecting from work:

1. Educate department employees on the process for setting work hours on Outlook. Consider setting department culture standards to include A) not sending e-mail messages outside of office hours, B) using the delay send feature, C) creating a standard template for vacation out of office messages and/or D) providing all team members with verbiage to include in their e-mail signatures indicating a response is not required until the receiving team member returns to work.
2. Focus on developing intentional cross coverage and training across teams and positions within the department.
3. Partner with the EPIC team and Dr. Pouw to continue to supply education and training to faculty on best practices in efficient and effective charting in EPIC.
4. Bring to the large admin team meeting facilitated discussion topics on improving employee communication and team collaboration to ensure continued, focused efforts trickle down to staff.
5. Promote a culture of recognition which incentivizes teamwork and creation of efficiencies to ensure we delivery effective patient care while not taking our work home with us.

If you have any questions about our survey results or have suggestions for ways our department can improve our team members' ability to disconnect from work, please reach out to us directly. We invite you to share your feedback in this year's employee engagement survey kicking off Monday, October 7 and running through October 28.

Sincerely,
The Ophthalmology Employee Impact Planning Team
(Dina/Kelsey/Dustin/Caroline/Denise/Melissa)

Executive Summary

The response rate was higher than expected, with 98 staff members and 31 physicians responding to the multiple-choice questions on the survey. 43 staff members and 22 faculty responded to most of the text-based questions.

Staff

The prevailing theme among staff responses was that there needed to be more back-up, cross-training, and coverage among staff for them to feel comfortable taking time off, for any reason. Many staff indicated that their jobs in Ophthalmology interfered with some normal requirements of daily life (such as being able to go to doctor's appointments, or taking lunch breaks). About 20% of staff responding to the survey's text questions that they did **not** feel that disengaging from work outside of work hours was a problem for them, either because they were successful in disengaging, because they felt it was normal for their occupation, or because they enjoyed thinking about work after hours. The survey resoundingly highlighted the disparities of one group in particular, the photography staff. According to the survey our photographers feel severe pressure at and after work due to current and pending vacancies on their staff. Key positions in this group will be filled in August and September.

Faculty

Faculty responses indicated that because their daytime hours are devoted to seeing patients, they spend many evening, weekend, and vacation hours attending to charting, catching up on email, communicating with patients, referring physicians, and colleagues; fulfilling clinical and academic administrative tasks, research, and mentoring learners. Roughly 20% of those responding to text-based questions indicated that they felt that working after hours was an intrinsic expectation of their work and/or the professional culture of medicine. 14% of faculty responding textually expressed their desire for a change in leadership or administrative culture.

Key Areas for Action

Not all themes represented lend themselves to immediate solutions. Weaving together the various themes presented in the data, the following areas deserve special attention:

A. **Email and texting.** To eliminate some of the guesswork and unspoken expectations regarding communication and response, consider making discussions about frequency and timing of these to be an everyday, low-stakes, departmental practice.
B. **Back-up, coverage, and cross-training among staff.** The prevalence of this theme among staff and some faculty surveys was such that it merits serious consideration.

Melissa Monhollon, BS, SPHR
HR Manager, Department of Ophthalmology & Visual Sciences
University of Iowa Health Care
200 Hawkins Drive, 11136-A PFP | Iowa City, Iowa 52242
Office: 319-356-4674

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A Year in Review: "Stories of Inspiration"

Nursing Team

- All RN & MA lines for the nurse's station are filled!

- The triage team received approval for fully remote work in 2024.

- The nursing team organized educational days on clinical conferences. One of our nurses made mock eyeballs out of ping pong balls and fake eyelashes to demonstrate proper prepping techniques.

- The nursing team installed wall-mounted suture holders, devised an improved system for organizing labels, and created a layout diagram for sutures in the Omnicell.

- In 2024, three of our nurses—Lana, Kellie, and Ashley—were honored with Daisy Awards. Kellie has received three awards since starting in May!

A Year in Review: "Stories of Inspiration"

Iowa KidSight

- The KidSight team decided last year to volunteer twice each year for a local non-profit organization. This summer, Chelle, Wendy and Jama volunteered with Coralville Food Pantry to serve lunch to families. In November, they volunteered with the Iowa City Free Lunch program serving a free holiday meal to over 100 individuals.

- The KidSight team strengthened their team engagement by introducing the "Four Agreements" in November, a summary document which outlines expectations for communication and discourse amongst the team.

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A Year in Review: "Stories of Inspiration"

Photography/Perimetry

- **Anonymous Letters:** Our teams wrote anonymous letters to one another describing when coworkers were at their best. This improved workplace satisfaction. We also observed reduced call offs following the activity.

- **Therapy Dog Visit:** Jody brought the UIHC therapy dog around the clinic to greet staff members and boost morale. This activity was lots of fun and brought much joy and smiles!

- **Shoutouts and Recognition:** Our photography and perimetry teams start each weekly meeting with "shoutouts and recognition" for team members or other clinic staff. We write thank you cards to staff members not in our department who got shoutouts for their kind actions. This is a great community builder to get team members thinking about the positive things they see each other doing on a daily basis.

- **Handwritten Cards:** Jody sporadically writes handwritten cards to members of her team expressing gratitude for each individual and highlighting what they uniquely bring to their roles.

- **Photography Open-House:** In 2024, we invited clinic staff to come experience the imaging process and get photos of their own eyes . The open house helped clinic staff to better understand what their patients go through when they are getting different types of photographs and improved camaraderie between photography and clinic staff.

- **Group Outings:** Our teams organize group outings where we all meet outside of work (dinner, bowling, etc.) and celebrate team milestones (CRA certification, etc.)

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# A Year in Review: "Stories of Inspiration"

Ophthalmic Technicians

- **Recruitment/Retention:** Since 1/1/24, we've hired 10 full time Ophthalmic Technicians, 2 full time perimetrists, and 3 PRN techs. Nine (9) technicians and one perimetrist transferred/terminated/retired from their roles in 2024.

- **Cross Training/Certification:** 8 technicians earned their COAs in 2024 and advanced to new job classifications. The department also sponsored 13 staff to attend AAO in Chicago in October 2024.

- **Continuing Education:** We have received a $10,000 grant through UIHC's catalyst funding. These funds will be used to support tech education as well as develop tech training for CE credit in 2025. We continue to focus on cross training all technicians.

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Engagement

The Engagement score provides insight into the emotional and personal connection to the organization as influenced by work experience.

Mean Score and Distribution

3.86 ↓
39th Percentile
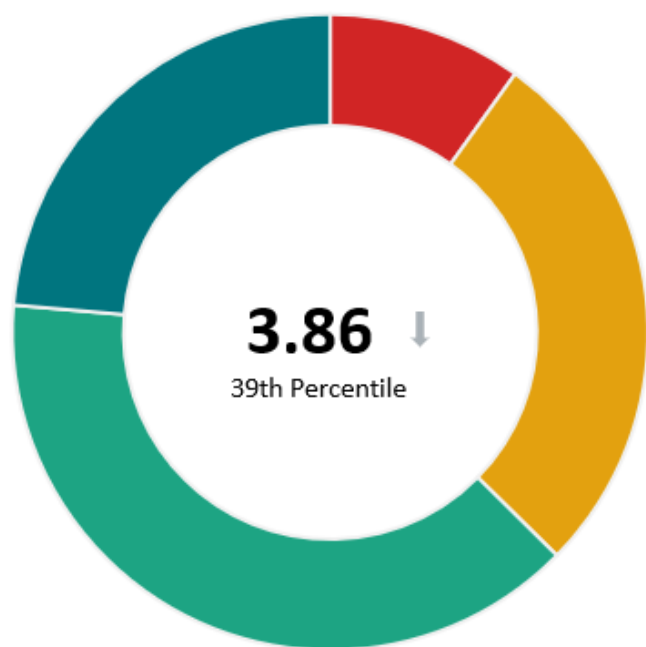
- Disengaged (10%)
- Neutral (27%)
- Engaged (39%)
- Highly Engaged (24%)

Comparisons

Benchmark	Difference
vs. Overall Org Avg (3.85)	+0.01
vs . Nat'l Academic Healthcare Avg 2024 (3.91)	-0.06

Historical Performance

Year	Difference
2023 Results (3.94)	-0.08
2022 Results	-

PressGaney

Top Performing Items

These items help you identify some of the top performing items for your team based on their percentile rank compared to the selected benchmark. Use this item list to identify things that are going relatively well for your team compared to other items for your team.

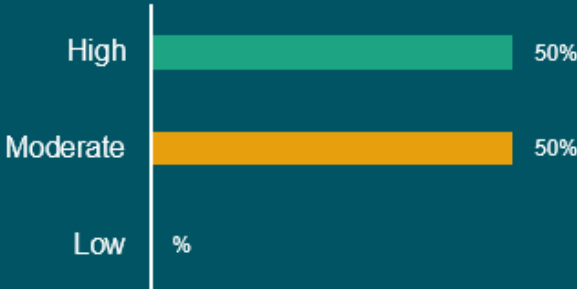| Items	Response Distribution ■Unfavorable ■Neutral ■Favorable	Mean Score	vs. Overall Org Avg	vs. Historical (2023 Results)
My work unit provides high-quality care and service.	■1% ■9% ■90%	4.53	+0.18	-
There is a climate of trust within my work unit.	■6% ■12% ■82%	4.09	+0.06	-
My work unit works well together.	■2% ■13% ■85%	4.27	+0.12	+0.07
This organization provides high-quality care and service.	■3% ■10% ■87%	4.22	+0.11	-0.10
Where I work, employees and management work together to ensure the safest possible working conditions.	■7% ■15% ■78%	4.01	-0.01	-0.17

PressGaney

Leader Index

The Leader Index measures a leader's relationship with their direct reports. It assesses perceptions of respect, communication, feedback, and teamwork and provides insight into the leader's preparedness to lead improvement initiatives with their team.

4.06 - High

-0.12 vs. Overall Org Avg

-0.16 vs. Nat'l Academic Healthcare Avg 2024

-0.22 vs. 2023 Results

- vs. 2022 Results

Leader Index Distribution

High	50%
Moderate	50%
Low	%

Items	Response Distribution ■Unfavorable ■Neutral ■Favorable	Mean Score	vs. Overall Org Avg	vs. Historical (2023 Results)
The person I report to treats me with respect.	■5% ■9% ■86%	4.28	-0.09	-0.27
The person I report to encourages teamwork.	■5% ■16% ■79%	4.16	-0.12	-0.15
The person I report to gives me useful feedback.	■9% ■17% ■74%	3.94	-0.10	-
The person I report to is a good communicator.	■13% ■18% ■69%	3.85	-0.19	-0.12

Why-1-2-3 approach for improving results

Connect **Why** engagement matters

Identify **1** focus issue at the unit/team level

Implement **2** actions to address focus issue

Communicate the plan at least **3** times with your team

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New Website

Kelsey Hunold and Matt Browning

New Website!

Our new Carver College of Medicine website went live on Tuesday, February 18th

What it means:

- More user friendly
- Better organization
- Less redundancy
- All pages were audited

Department of Ophthalmology & Visual Sciences

The Audience

The audience for the new site is:

- Prospective Faculty, Staff, and Trainees
- Peer Institutions
- Alumni

Education and Training

The department provides an environment that fosters not only intellectual curiosity and collaboration but also a commitment to teaching and patient care.

LEARN MORE →

About Us ⊕   Orthoptic Training ⊕

* Our department also has a UIHC.org/eye website that is more geared to patients.

Better Organization, Less Redundancy & More User Friendly!
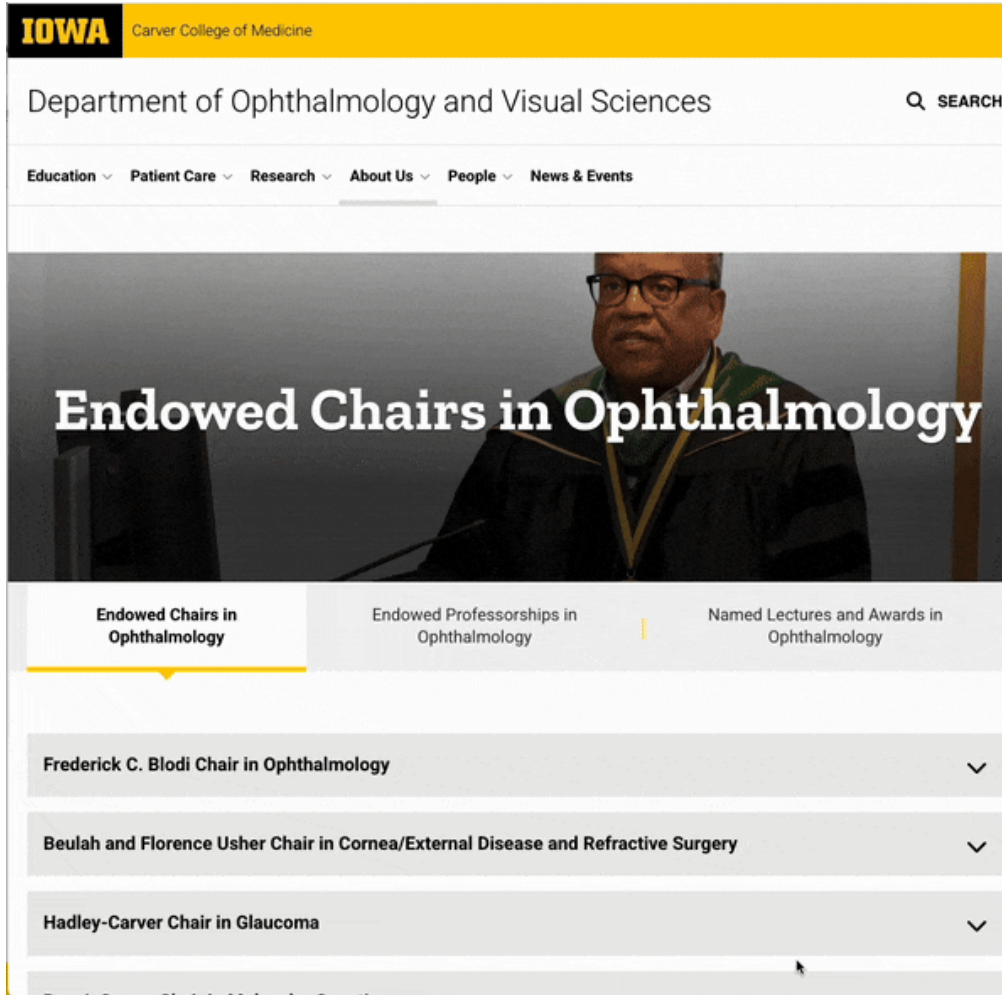
For example…

These 3 pages on the new site were 35 pages on the old site.

Not every page looks the same as before, but the content should be on the page you were redirected to.

Final Thoughts

- Please let Kelsey and Matt know if you find any errors or can't find something from the old site.

- All the links/bookmarks you have that linked to pages on the old site *should* automatically take you to the same content on the new site. If that doesn't happen, please let Kelsey and Matt know.

- Not everything from the old site moved to our new (public) site. Some of the things from the old site are being moved to the "intranet" (the Loop) that only people in our department will have access to. This is in process, so hang with us until we get that up and running.
  - If Kelsey asked you for things for the intranet, *please* send those ASAP so we can get this up and running.

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Foundation Update

Matt Kuester

Philanthropy Team

Frank Descourouez
Associate Director of Development
Office Day: Thursday
Phone #: 319-929-0346
Frank.Descourouez@foriowa.org

Matt Kuster
Executive Director of
Development
Office Day: Friday
Phone #: 515-298-2190
Matt.Kuster@foriowa.org

Katie Sturgell
Senior Director of
Development
Office Day: Tuesday
Phone #: 504-330-0606
Katie.Sturgell@foriowa.org

Jedd Spidell
Assistant Director of
Development
Office Day: Wednesday
Phone #: 414-248-3660
Jedd.Spidell@foriowa.org

Find us next to the Admin
Office!

THE UNIVERSITY OF IOWA CENTER FOR ADVANCEMENT

Thank you for your partnership!

> With your help, we have continued to garner generous support from alumni, grateful patients, and friends of the vision program.

> These resources make a direct impact on your work – to which the donors are so grateful!

Referral/Renewal

Qualify

Cultivate

Define Impact/Close

Stewardship
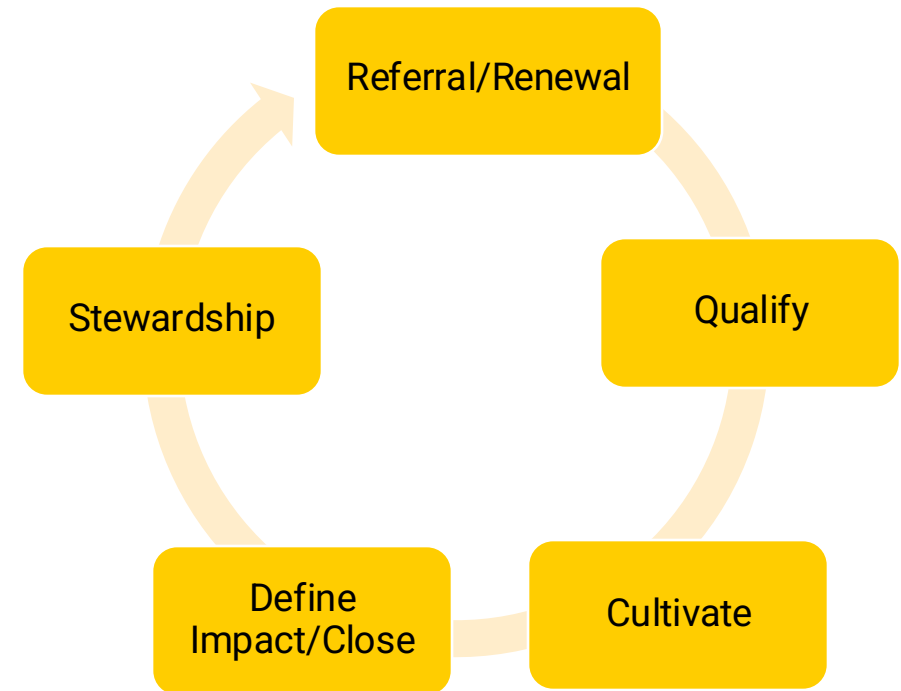
History of Success – Fundraising Productivity

VISION PROGRAM
FY21-24-YEAR
FUNDRAISING AVERAGE:
$13,491,043

VISION PROGRAM
FY25 TO DATE: 7/1-NOW
FUNDRAISING TOTAL:
$12,316,708

Questions?

Questions

Dr. Keith Carter and Denise Rettig

Questions/Heard on the Street:

- We have HCIS and Ophthalmology IT…how are we lucky enough to have our own when others across the institution do not?

- Why is there no official break room? Will that ever change?
    - *Note on reserving Blodi(s) (Book with Admin, Book additional time for setup/cleanup, utilize monitors, communicate cancellations)

- Why does it take so long to get reimbursed for travel?

- Who gets to WFH and will that number grow?

- We see research staff in the clinic but don't know what they are exactly doing? What kind of research is going on in Ophthalmology?

- What is possibility of scheduled town halls on different days, or adjusting clinic to encourage better attendance?

- How is the current landscape with NIH funding, etc?

- Does the department get shielded from BOR initiatives based on performance or comparing more favorable than other departments?

- Any space updates as it feels like was have increased staff but haven't grown our physical space?

- Facilities requests:
    - Bathroom door request
    - Artwork in the waiting areas (photo)

→ **Department of Ophthalmology and Visual Sciences (uiowa.edu)**