

# THE BRIDGES

April 1994

The Newsletter of the Stony Brook HSC Chapter of United University Professions



## Message from the President

# The Union's Role in Operation Excellence at University Medical Center at Stony Brook

by Edward Alleyne

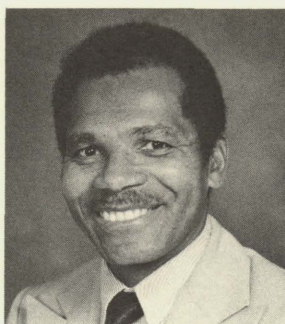
The University Medical Center at Stony Brook is embarking on a change process, which will ultimately affect our professional lives in measures we have never before seen in the history of the medical center.

As the nation's economic health is undergoing a vast array of tests analogous to x-rays, CAT scans, and other invasive procedures including major surgery to correct the economic instability, so is the UMCSB taking similar measures to correct its ailing health.

Is there a doctor in the house?

UMCSB has employed a consulting firm, American Physician Management team (APM), to diagnose, analyze and recommend a course of physical therapy, medical surgery, psychotherapy, and even hypnosis, to correct this malady which presents itself as a group of undifferentiated symptoms which defy economic health logic.

What does it all mean for the University and the employees as a whole? University Hospital, through the guidance of APM, has embarked on a series of initiatives. It has included the bargaining units in these planning sessions



and continues to seek our members' input in helping to redesign the university's operations.

With the advent of the new health care directives which indicate the need to reduce health care cost and to be competitive in the market place, "managed care" and "managed competition" have become the new buzz words. These directives have given birth to phrases such as "operations improvement" and "operations excellence".

The first phase of the operations improvement program was data gathering. A questionnaire was submitted to all patient care staff in January of 1993 for their input. The data were analyzed and a multi-disciplinary Patient Care workshop and ongoing task force were developed.

During the strategic planning phase, our bargaining unit members were asked to serve on various committees so they could provide input from a union perspective; this phase is ongoing.

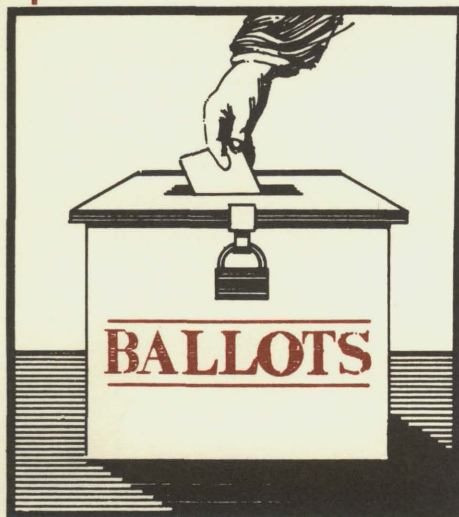
It is recognized that managed care has engulfed Suffolk County and, as a result, the health care market place is rapidly changing. University Hospital must position itself to take advantage of these changes; however, much work has to be done to achieve its goal. The ultimate outcome of these changes will affect each of us in some manner. The method by which these changes are implemented will

*continued on page 2*

## Chapter Elections It's Time to Vote!

Election time is here again. You probably have already received a ballot at your home address. Please vote for chapter delegates and officers and send the ballot back to Albany by May 4, 1994. All terms are for one year and they begin on June 1, 1994.

Don't throw the ballot away. Don't use it for scrap paper. Make your selections and be part of the system. Exercise your voting rights as a union member and help select the people who will be responsible for making decisions regarding your future.



## Inside

Health and Safety.....	2
Grievance Corner.....	2
Promotion Review Panel...	3
Campus Awards.....	4



# Health and Safety Update

by Donald Pisani

The UUP Health and Safety Labor Management Committee, after a brief hiatus, has again started to meet. The committee has some new members as well as a newly appointed chair, Donald Pisani, VP for Professionals. They will be meeting on a regular basis to address issues that are current concerns of our members. In the past, the committee has addressed such issues as the arming of Public Safety, air quality within the HSC, building security, and sewer backups in the hospital. Some of these issues still remain unresolved and will continue to be of importance. Current concerns are new OSHA and PESH regulations with regard to employee exposure to Blood-Borne Pathogens and to TB. Issues of safety for all employees are crucial in these areas and the committee will remain a watchdog to ensure that employee safety remains of prime importance. The committee welcomes input from all members of the HSC. We need the assistance of all our members, to be our eyes and ears, when it comes to issues of health and safety. If there are any matters that you feel need to be addressed, please do not hesitate to come forward with them. All concerns should be brought to the union office on Level 5 of the HSC, or be phoned in to 4-1505.

As the newly appointed chair of the Health and Safety committee, I would like to take this opportunity to thank the previous chair, Marge Ort for her service for the past four years. Marge has set a standard of excellence as chair of this committee that will be hard to match. She worked long and hard for our members, often in the background, many times without the recognition that she deserved. Though she is no longer on the committee she will remain available for consultation and will always remain vigilant to the concerns of employee health and safety. ■

## Message from the President

Continued from page 1

be a determining factor of the outcome; there must be no hidden agendas. An honest, clean approach would be the most advantageous in obtaining these goals.

This phase of the program is designed to reduce costs by redesigning the way care is delivered, but "not by doing more with less". It is necessary to reduce length of stay, number of tests performed and operating costs, while at the same time there must be an increase in services. The goal is to achieve a combination of the two, and to form a hospital network.

These measures will help to position the hospital to be competitive in the managed care area.

If this program is to succeed, the union must be fully involved in all phases of change in order to make recommendations and help communicate concepts to staff and, above all, ensure that all labor issues are considered.

2 April 1994 • Bridges

# Grievance Corner

by Leslie Burnett

Several grievance issues have come before the committee recently, indicating a lack of partnership between Labor and Management. To repair or bridge the gap, a local Labor Management Meeting was held to discuss our concerns.

One of the issues discussed was the TB Mask Project. It hit the hospital community hard. Due to communication problems it was learned that this project was dealt with prematurely. Henceforth weekly meetings between UUP, Dr. Green and other officials will be held to determine how best to handle the situation. No action with regard to masks should be taken until the May 1, 1994 deadline. This is to include any form of discipline.

Another issue discussed was *On call/Recall*, and it was agreed upon that the wording of policy was definitely unacceptable. Policy is to be rewritten and agreed upon. In line with this issue we have been informed by Human Resources that there are still various job titles requesting eligibility for *On call* that are still being reviewed by SUNY, Albany. They state these titles are being discussed with the Governor's Office of Employee Relations (GOER).

We also touched on an issue, "Professional Image", better known as "Dress Code". This is definitely an issue which changes terms and conditions of our contract and must be negotiated. ■

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## MANAGEMENT



**"But how do we know for sure we've got power unless we abuse it?"**

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We must lobby the Governor's Office of Employee Relations for our members' contractual rights.

Operations restructuring is billed as a collaborative effort between the union and management.

The union is also involved in the Steering Committee. The function of this committee is to lead the project and it has the decision making responsibility for most initiatives. The objectives of these initiatives are to position the hospital in the managed care arena and compete for more of the health care dollars.

Managed care is a term used by the insurance plans, designed to monitor costs, quality of care and frequency of medical care, technologies, hospital stays, and networks of doctors and hospitals. Patients have complete freedom to choose hospital and doctors for their health care services.

It is believed that by embarking on these initiatives the hospital will have the competitive edge to gain a wider share of the health care market. ■



# Chapter Promotion Review Panel - Grievance Pilot Program

by Lucille Protosow

All members should be aware of a Health Sciences Center/Medical Center Professional Promotion Review Panel which was an outcome of the UUP Agreement 1991/1995 Contract Negotiations.

UUP negotiated with the State to establish a joint labor/management review panel by a memorandum of understanding (MOU) between the State University of New York and United University Professions. The purpose of this MOU is to provide for an independent committee that relates to the establishment of a system of promotion and certain salary increases for Professional Employees, and considers and reviews the merit of individual cases, making recommendations to the university president.

The MOU consists of very specific criteria which the employee and the review panel are required to meet in order to arrive at an objective recommendation to the president. The review panel is authorized to convene to review cases and conduct interviews. A similar active committee made up of a joint labor/management team is the Evaluation Review Committee, which was established to objectively review unsatisfactory or negative evaluations, upon request of a negatively reviewed professional employee.

It is important to note that even though an unfavorable evaluation is not "grievable" under the agreement, the process by which a negative evaluation was given may be in contradiction to the contractual or board of trustees policies. A denial of promotion or salary increase is not "grievable", but the circumstances or reasons used as the criteria to deny the promotion or salary increase, may be subject to contractual or board of trustee policy terms and conditions. It is possible that the supervisor has not considered these factors in the employee's promotional request or decided to ignore the provisions for promotion of professional employees.

An employee who feels that a request for a promotion or salary increase has been unfairly denied or who needs to know what criteria for consideration of a promotion or salary increase will be applied to determine the merit of such a request, should contact the union office or speak to the chair of the panel, Joseph Berendowski. The Professional Promotion Review Panel was elected at large by the professional employees in our chapter in 1990. Also, promotion and salary guidelines should be available from the office of Human Resources.

Professional employees should carefully and objectively review the criteria for analyzing this promotion and the relevant issues of their own case. They should collect all the data inclusive of past and current performance programs and evaluations, as well as any inter-, intra- or extra-**relevant and comparable** salary surveys that relate to the position or promotion being considered, before contacting the Review Panel for a review.

It is unfortunate that sometimes worthy employees can be denied a rightful promotion or salary increase for non-relevant reasons including alleged political or budget reasons. Employees must then advocate for themselves. This promotion panel is one way for deserving employees to empower themselves — to seek and obtain the appropriate compensation for their services.

As a member of the grievance committee, I would also like to take this opportunity to briefly advise you of another labor/management outcome of our last contract negotiations. That is the designation of both the Main Campus and HSC Chapters of UUP at Stony Brook, as two "pilot" chapters for a program of grievance resolutions. The program is also a provision of the 1991/1995 agreement in another MOU.

The "Grievance Resolution Pilot Program" is designed to resolve problems at the lowest possible level. It has been decided that certain "test site" campuses, ours included, will participate in a pilot program that involves a local joint labor/management committee to review Step 1 grievances, which were referred to them by grievance representatives, for resolution and/or recommendations for a remedy or movement through the grievance processes.

The pilot committee consists of a four member team who were appointed by both the union and the university president. These individuals will have received special training in the process of problem solving.

A monthly report of each campus participating in the program will indicate issues that have been resolved and those that have not. A liaison committee of one representative of UUP, one from SUNY Central and one from the Governor's Office of Employee Relations will assess the effectiveness of the Pilot Program on a quarterly basis.

It is important to note that the four member joint labor/management team are reviewing the cases with focus on resolutions that both the grievant and management would consider a workable remedy to the problem. The Committee's findings do not preclude the ability to go forward with the grievance process if necessary, and the team's report shall not become part of a Step 2 Grievance finding or file and will not be used at any other subsequent step of the Grievance Procedure.

The members of our committee have received their initial training and will begin the task of reviewing cases in the very near future. For further information contact your grievance committee representative. Incidentally, the UUP members of this joint team have not had previous grievance procedure involvement so as to keep an objective perspective in the process of reviewing possible grievances.

For more information about this program contact your grievance committee members through the union office (4-1505).



# Campus Grant Programs - Are you aware?

One of the most frequently overlooked benefits to UUP members is the availability of numerous grant programs made possible by the NYS/UUP joint committee structure. In our chapter there are always a number of grants not awarded, simply because nobody has applied. Please, be aware of what is available to you — and **go for it!**

Cooperative problem solving, strengthening professional development, enhancing the quality of working life, fostering safer working conditions, expanding affirmative action programs, providing professional enrichment opportunities, and increasing communications are mutual goals sought by the State of New York, State University of New York and United University Professions. To achieve these ends, the 1991-95 NYS/UUP Agreement included funding for several Statewide Joint Labor-Management Committees. They are:

- Professional Development and Quality of Working Life (PDQWL)
- Affirmative Action
- Employment
- Safety and Health

**The NYS/UUP PDQWL Committee's** charge is to provide funding for:

- Professional development
- Job performance improvement
- Preparation for advancement
- Quality of working life enhancement

Examples of current PDQWL programs include Continuing and Term Faculty Development Awards, as well as Professional and Librarian Study Leaves. Formerly funded campus proposals have included educational innovations in teaching effectiveness, computer skills training, human resource and supervisory skills, and faculty advisement training.

**The NYS/UUP Affirmative Action Committee's** purview is to address matters of equal employment and affirmative action with SUNY, specifically concerning women, minorities, Vietnam era veterans and persons with disabilities.

Examples of current programs and projects include the Dr. Nuala McGann Drescher Affirmative Action Leaves, cultural diversity campus grants, the Cultural Diversity Resource Directory, and Grants for Employees with Disabilities. Previously funded campus proposals have included valuing differences, prejudice reduction training, multi-campus curriculum revision projects, leadership training, sexual harassment prevention, and faculty/staff retention strategies.

**The NYS/UUP Employment Committee** studies employee displacement problems arising from economy RIF'S, programmatic reductions and curtailments, close downs, relocations, reallocation of resources, consolidations and technological changes. The Committee makes recommendations for the solution of these problems including, but not limited to, the use of normal and

## PDQWL AWARDS

The following faculty received awards (\$750.00 each) in Round 2 of the PDQWL Continuing and Term Faculty Development Award Program. This program is funded under the contract and awards are made by a joint Labor/Management Committee.

Mary Ann Burg	Magdalen Hull
Latha Chandran	Sandra Jaffe-Johnson
John Coulehan	Steven Jonas
Suzanne Fields	Margaret McGovern
Howard Fleit	Janet Sullivan
Farshid Guilak	

**Congratulations to all!**

induced attrition, sharing available State job opportunities, transition to work in the labor market beyond State employment, placement within State employment, and the training or retraining of retrenched or high risk employees for other employment.

Examples of programs and projects include Retraining Fellowships, career counseling programs, and outplacement workshops.

**The NYS/UUP Statewide Safety and Health Committee's** charge is to identify and review safety and health related issues affecting employees belonging to the Professional Services Negotiating Unit of the State University of New York. Generally, the Statewide Safety and Health Committee will entertain proposals that have a positive impact on, or improve employee work life via the identification and control of hazards. Although other topics will be considered, proposals dealing with the following items will receive particular consideration:

- Indoor Air Quality
- Ergonomics
- Occupational Health Hazards
- Safety and Health Information Resources

Examples of current Statewide Safety and Health Programs include the Dr. Herbert Wright Memorial Safety and Health Training Award and the "Chemical Safety in the Workplace" video training lending program.

A complete listing of the various awards and their guidelines is available at the union office. Be kind to yourself! Pick up an application and give it a try. Ya gotta be in it to win it, you know!

Some of the approaching deadlines are:  
Librarian Study Leaves; Round 4; 9/1/94  
Professional Study Leaves; Round 4; 9/1/94  
Continuing Faculty Development Awards; Round 3; 12/1/94  
Term Faculty Development Awards; Round 3; 12/1/94  
Dr. Nuala McGann Drescher Leaves; Round 4; 9/16/94

See Sharon (HSC Level-5, Room 572) for all the details. ■



## **Contractual Increases More Money Coming Members' Way**

UUPers can count on getting some extra money in their paychecks this year. The following is a summary of 1994 contractual salary increases and adjustments:

- **Salary increase** - Members on the payroll June 30 of this year, or who are on the payroll as of April 30 but are terminated and re-employed for the fall semester, can expect a 4% increase. Calendar-year employees will receive their money July 1; academic-year employees will see their increase Sept. 1.

- **Lump sum withholding** - Members hired before Sept. 1, 1992, and still on the payroll as of Jan. 31, should have received an extra one-and-a-half days pay in their Feb. 23 paychecks. Those hired before Sept 1, 1992, who remain on the payroll as of Nov. 30, will get another day-and-a-half of pay in December.

- **Discretionary money** - Members eligible for salary increases may also find discretionary increases of an undesignated amount in their December paychecks.

In addition, full-time members working in New York City or Suffolk, Nassau, Rockland and Westchester counties who have been on the payroll since Dec. 31, 1993, should have received \$400 location stipends in their Jan. 26 paychecks. ■

## **Chancellor Search UUP Role is Assured**

By the time SUNY's new chancellor takes office, he or she will know that UUP is an important player in the state's system of public higher education.

UUP President Bill Scheuerman said he has been assured by Interim Chancellor Joseph Burke that the union will play an integral role in the selection of a new chancellor to succeed D. Bruce Johnstone. Johnstone, who had led SUNY since 1988, resigned recently because of illness.

The SUNY Board of Trustees has appointed an 18-member search committee. The committee, to be headed by Board Chair Frederic Salerno, does not include a UUP representative.

"It is unfortunate that UUP is not seen by the trustees as a member of the SUNY community," Scheuerman said. "But I have been assured that the union will have the opportunity for direct input and that UUP's position will be considered. The union can bring a unique and positive viewpoint to the selection process of the individual who will lead the state university into the 21st century."

As for who should succeed Johnstone, Scheuerman said: "We see the need for a forceful leader with a national reputation as a scholar and administrator and who knows the ins and outs of New York State politics."

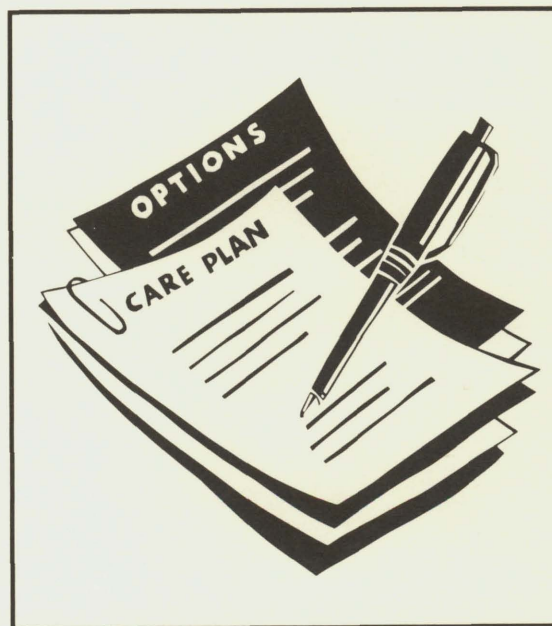
Salerno said he hoped to have a new chancellor in place by September. ■

## **Long-Term Care Insurance - Who Needs It?**

You do. In the past decade, the need for long-term care services has risen. Yes, Americans are living longer, but perhaps not as healthy as we'd like. As we get older, we're more likely to develop conditions that require long-term care services. No one can say for certain, but it's likely that at some point in your life, you or a family member may need long-term care.

And the cost of care is high. Nursing homes can cost \$35,000 - \$50,000 per year. In major cities, such as New York, they can cost as high as \$70,000 a year. But to help protect you from the high cost of long-term care, NYSUT designed the Long-Term Care Insurance Plan and endorsed MetLife to underwrite the plan. The NYSUT Plan offers four long-term care options to accommodate different members' needs.

Remember, long-term care insurance is not just for our aging years. It's for people of all ages, and no one is too young to consider this protection. In fact, it's to your advantage to enroll in the plan sooner rather than later because premiums are based on your age at the time of your enrollment. The younger you are when you obtain coverage, the lower your premiums will be. And, the time to enroll is when you're healthy, because once you're approved, a change in your health will not affect your coverage.



If you have questions about long-term care or the NYSUT Plan, call a MetLife customer service representative dedicated to the NYSUT Plan at 800-638-0133, 9 a.m. to 5 p.m., Monday through Friday. Hearing-impaired individuals with a TDD may call 800-638-1004.

## Important Telephone Numbers

### UUP Benefit Trust Fund

(Drug, Dental & Vision) ..... 800-887-3863

### Dental Claims

(Delta Dental) ..... 800-932-0783

**Vision Vouchers** ..... 800-999-5431

### Prescription Drug Claims

NPA (Prescription card) ..... 800-526-7813

CFI (Mail Order) ..... 800-628-0717

### Empire Plan (Health Insurance)

Empire Blue Cross  
and Blue Shield ..... 800-342-9815

Metropolitan ..... 800-942-4640

Intracorp  
(Pre-Admission Review) ..... 800-992-1213

APM (Psychiatric and Substance Abuse)  
..... 800-446-3995

### United University Professions

#### Stony Brook HSC Chapter

Office: HSC Level 5, Room 572, Zip 8553

Hours: Mon. - Thurs., 9:15 a.m. to 4:00 p.m.

Telephone 444-1505; FAX 444-7566

#### OFFICERS

**President:** Edward Alleyne ..... 444-3908

**Vice President (Academic):** Mark Swerdloff ..... 632-8952

**Vice President (Professional):** Donald Pisani ..... 444-1906

**Secretary:** Colleen Kenefick ..... 444-3097

**Treasurer:** Susan Firestone ..... 444-2058

**Newsletter Editor:** Joan Golanid ..... 286-2265

**Labor Relations Specialist:** Dawn Hopkins ..... 273-8822

**Administrative Assistant:** Sharon Hines ..... 444-1505

#### Grievance Chair:

Academic - Steven Jonas ..... 444-2147

Professional - Leslie Burnett ..... 444-2635

The opinions expressed in the Newsletter are those of the authors, the editors, or the Stony Brook HSC Chapter of UUP and are not necessarily the opinions of United University Professions.

The UUP Newsletter welcomes articles and letters submitted by members of the Stony Brook community. Remember, this is **your** newsletter. Share your thoughts with us. We want to hear from you. Persons who have material they wish to submit should contact: Joan Golanid at 286-2265 or 444-1505.



Health Sciences Center  
L5-572  
SUNY Stony Brook  
Stony Brook, NY 11794-8553