

# Managing Personnel During A Pandemic

Teresa Davis, Director-HR Partners

Shaunielle Abreu, Director-Human Resources



LOMA LINDA UNIVERSITY  
HEALTH

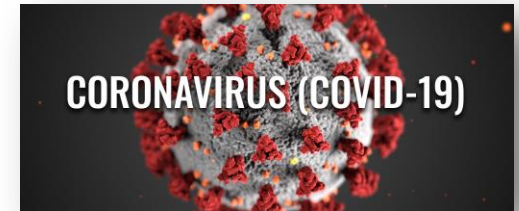
Many Strengths.  
One Mission.

# Overview

- » **Summary:** During this session, we will share how our Human Resources department partnered with Hospital and University Administration to provide strategies around personnel budget reductions, appropriate staffing levels, performance management, and employee engagement during the most recent pandemic
- » **Objectives:**
  - ~ We will review how your HR department can partner with Administration during a pandemic
  - ~ We will discuss strategies for managing personnel through a pandemic

# Covid-19

- » LLUH began reviewing and preparing for the pandemic at the beginning of March.
  - ~ Command Center established
  - ~ Communication Plan established
  - ~ Precautions/ PPE Needs reviewed
  - ~ Travel Guidelines updated
  - ~ Remote Work Options presented
  - ~ Employee Illness, Staffing, and Continuity of Operations



# Budget Reductions

- » HR participated in finding ways to reduce budget as related to personnel and other expenses
- » Goal amount provided by Finance Department
- » HR reviewed staffing and wrote proposal to Admin regarding areas to reduce personnel
  - ~ Once reviewed by Admin - Finance and HR partnered together to develop next steps
- » Reduction in Force Policy
  - ~ Furlough guidelines added



# Staffing

- » University housekeeping staff that were placed on furlough were called back to help with housekeeping needs across other companies
- » Outpatient LVN's and registration staff were reassigned to other areas instead of being placed on furlough
- » RN's and PCA's floating to different departments



# Performance Management

- » Modified time and attendance policy for period of time
- » Leave Administration
  - ~ Care of Self
  - ~ Care of other immediate family member
  - ~ Personal Leave of Absence
  - ~ Family School Partnership with schools closed



# Employee Engagement

## » Communication

~ Dashboard

## » Dress Code Changes

~ Hero t-shirts for hospital staff

## » Thank You

~ Personal notes with gift card

## » Appreciation

~ Donors giving food

~ Administration welcoming staff during shift change

~ Chalk Art on Sidewalk

~ Food Trucks



# Summary of Key Lessons Learned

- » Communicate, Communicate, Communicate
- » Be transparent
- » Be flexible
- » Take care of yourself





