



# Wellness Council Updates

Progress, Pitfalls, and Pathways Forward

May 21, 2025

# Our Guiding Values



## Mission

To establish norms and behaviors at all levels of the Department that drive a positive impact on the wellness of staff and faculty

## Vision

To be a leader that sets the institutional standard of wellness through initiatives that motivate, empower, and unify staff and faculty for the benefit of each other, patients, and community.

# DOM Wellness Council Co-Chairs



---

**Joshua Stripling**  
**Associate Professor**

Division of Infectious Diseases



---

**Kaitlyn Waugaman**  
**Program Director**

Division of General Internal Medicine &  
Population Science

# The Inaugural DOM Wellness Council (2024)



**Carmen  
De Miguel, PhD, MS**  
*Nephrology*



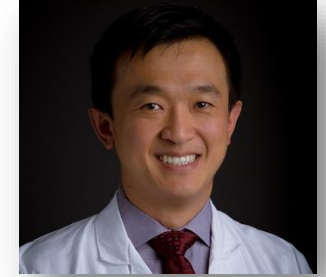
**Madeline  
Eckenrode, MD**  
*GIM/PrimCare*



**Bernadette  
Johnson**  
*Infectious Diseases*



**Audrey  
Landry, RN**  
*Palliative Care*



**Song  
Ong, MD**  
*Nephrology*



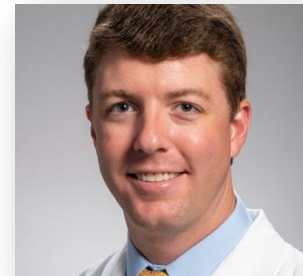
**Rita  
Paschal, MD**  
*HemeOnc*



**Brianna  
Patterson, MPH**  
*Endocrinology*



**Kaylea  
Phillips, BSN, RN**  
*EP Cardiology*



**Kirk  
Russ, MD**  
*GI/Hep*



**Jessica  
Thomas, MBA**  
*DOM Finance*



**Lakeshia  
Caldwell**  
*Chairs Office*

# Growing a DOM Wellness Council for Our Future 5

- November 2024 RFA for the DOM Wellness Council
- 68 total applicants representing all Divisions; 51 Staff and 17 faculty
- 23 members chosen to the 2025 DOM Wellness Council for a two-year term
  - 22 members At-Large
- January 2025 DOM Wellness Council By Laws established and approved





# DOM Wellness Council for 2025



**Sue Ellen  
Binkley**



**Kate Bryan**



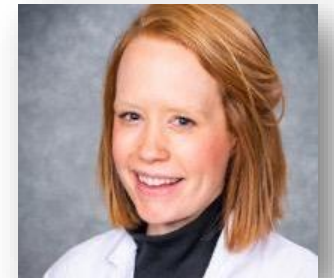
**Jane Davis**



**Mollie DeShazo**



**Regina Dickey**



**Madeline  
Eckenrode**



**Patrick Frazier**



**Lyn  
Hambright\***



**Sylvia Huang**



**Lisa Jinright**



**Bernadette  
Johnson**

\*HSOM Office of Wellness Wellness Champion

# 2025 DOM Wellness Council (cont'd)



**Audrey Landry**



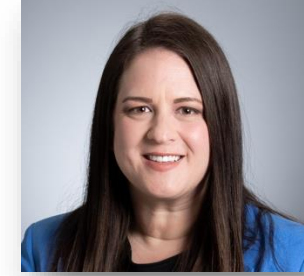
**Christina  
Ochsenbauer**



**Rita Paschal**



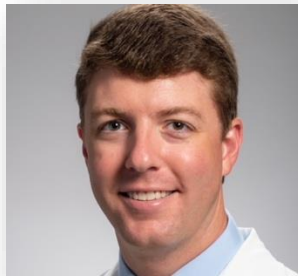
**Kaylea Phillips**



**Megan Rhoads**



**Artemise Rue-  
Johnson**



**Kirk Russ**



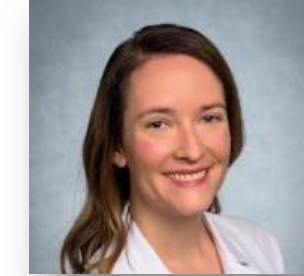
**Khadija Seck**



**Ishita Shah**



**Carlie  
Somerville**



**Jessica Watson**



**Marjorie Webb**

# DOM Wellness Council Members-at-Large



- Jared Ball, MPH
- Erica Barnes, MS
- Cathy Cartagena
- Efren Chavez Morales, MD
- Jessica Clute, MBA
- LaTonya Conner
- Brice Daniels
- Antonio Di Stasi, MD
- Michael Fordham, MSHA
- James Fowler, MS
- Elizabeth George, MD, MPH
- Bibi Aneesah Jaumally, MD
- Jennifer Larson-Casey, PhD
- Catherine Lewis, MSW
- Karen MacPherson Harrison, MEd, RD, LD, CDCES
- Rachel Mathers, MD MPH BS
- Jamie Moody, MA
- Jackie Palmore RN, CHPN
- Harriette Reed-Pickens
- Kristen Spraggins, MPH
- Monica Vasiliu, PhD



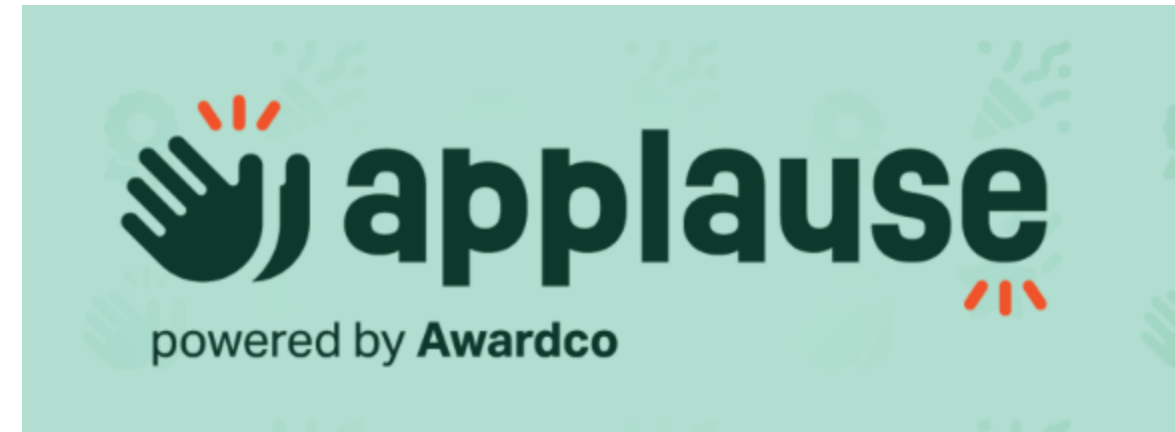


# Efforts beyond the Wellness Council

Initiatives within the Department and School

# Applause

- A new employee recognition platform
- Designed to create a culture of appreciation by making it easy for colleagues and leaders to recognize one another
- Features include peer-to-peer recognition and point-based recognition
- Learn more:  
<https://oneuabmedicine.org/hr-benefits/employee-recognition/>



# Faculty Development Program

- Implement a comprehensive program that provides value to all DOM faculty (by rank, role, mission area-focus)
  - Tiered approach to enhance access and meet needs of all faculty
- Noon seminars – Open to All
- Immersive cohorts (TEACH DOM)
- Onboarding
  - welcome new faculty, 1:1 welcome interviews
  - standardized onboarding and coaching for new division directors
- <https://www.uab.edu/medicine/dom/about/faculty-development>



TEACH DOM Celebrates Inaugural Graduates

# Updates to Researcher Job Structure

- Goal: update and/or develop a researcher job structure that will help recruit and retain research staff; be market competitive; and offer positions along the career ladder (entry to leadership roles)
- New structure launched October 1, 2024

## More Information

- UAB HR Compensation Website  
<https://www.uab.edu/humanresources/home/compensation/career-ladders>



**DOM WELLNESS COUNCIL**

SUBCOMMITTEE 01

# Leadership Evaluation

**Sylvia Huang**, Division of Gerontology, Geriatrics, and Palliative Care



# 01

## Leadership Evaluation

Develop systematic  
evaluation of  
leadership

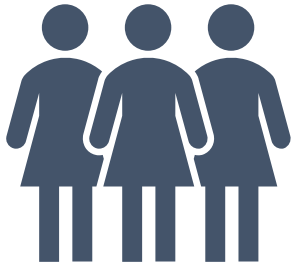


**AIM**  
**To improve feedback to  
Department, Division, and  
other leaders on their  
leadership performance to  
allow for individual  
development**

# 01

## Leadership Evaluation

Develop systematic  
evaluation of  
leadership



*In 2024:*

- Successfully rolled the first DOM Leadership Evaluation Survey in Nephrology in July 2024
  - Using the Leadership Impact Index (LII), a validated survey developed to examine the impact of direct leadership behavior on the well-being of medical staff
  - ~40% participation
  - AI was used to find common themes among respondents and generate feedback for leaders

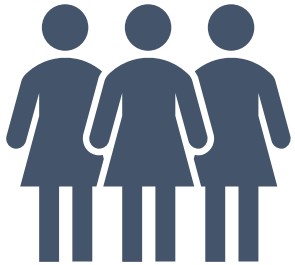
*Thank you, DOM Nephrology!!!!*

## Reflective Feedback from Pilot:

# 01

## Leadership Evaluation

Develop systematic  
evaluation of  
leadership



“The survey served as a catalyst for several positive initiatives. As a result, we’ve **launched a monthly all-staff meeting** and **created a website to serve as a centralized hub** for resources.

The site includes information on professional development opportunities, divisional policies and forms, and a **“kudos” submission form for recognizing colleagues** during our bi-monthly faculty and staff meetings. While the site is still a work in progress, we’re excited about its potential to **improve communication and engagement across the division**.

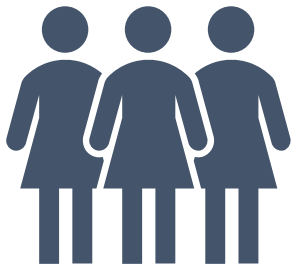
Additionally, the survey surfaced concerns around compensation—particularly among our clinical administrative staff. In response, we **initiated an equity review** through HSF, which ultimately resulted in salary increases for all team members.”

-DOM Nephrology Leadership

# 01

## Leadership Evaluation

Develop systematic  
evaluation of  
leadership



### *Goals for 2025/2026:*

- Rollout Leadership Evaluation Survey to multiple divisions
  - Goal to do **each division every 3 years**
- Refine communication around the survey to increase engagement
  - Created **one-sheet resource** for awareness and clarity
- Improve specificity of survey respondents
  - Get the **right survey to the right people**
- Assess leadership expectations and create scaffolding for plans/achievements



**DOM WELLNESS COUNCIL**

SUBCOMMITTEE 02

# **Access Center**

**Kirk Russ**, Division of Gastroenterology and Hepatology



# 02

## Access Center

Improve communication  
to understand clinic  
needs and streamline  
scheduling.



### AIM

**To improve communication between  
Divisions and individual clinics with the  
Access Center**

**Improve understanding of clinics needs to  
reduce scheduling frustrations**

**Eliminate issues where providers become  
their own schedulers**

# 02

## Access Center

Improve communication  
to understand clinic  
needs and streamline  
scheduling.



**Immediate Goal:** Collaborate with stakeholders and leadership to revamp division specific access center meetings, identify issues and opportunities, and enhance patient access, reduce no-shows, and streamline patient record retrieval.

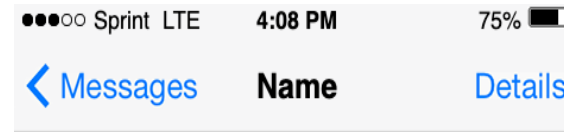
**Intermediate Goal:** Improve new patient appointment triage, use existing access center mechanisms to fill slots in case of cancellations.

**Innovative Goal:** Pilot projects to enhance these processes, e.g. referral triage using online referral forms to allow for record retrieval and more timely appointments, opportunity to utilize AI for record review

# Problem: High No Show/Cancellation Rates



- Text messages via Televox
- Strategic overbooking
  - Televox reports
  - Access Center reports



UAB: This is a reminder of an upcoming in-person appt for JOHN on 5/26/2025 @ 8:45 AM w/ Gastroenterology at Kirklin Clinic of UAB Hospital. To keep this appt, text 1. To cancel this appt text 3. Questions? Call 205-996-7546 or visit uabmedicine.org. Text STOP to opt out of txt reminders.

As a reminder, repeated no-shows or cancellations within 24

Cancelled		Rescheduled		No Response	
1		0		5	
Appointment Time	Last Outreach Date	Last Outreach Response	Contact	MRN	Status Type
08:00 AM	Monday, May 12, 2025	No Response			No Response
08:00 AM	Monday, May 12, 2025	Confirmed			Confirmed
08:40 AM	Monday, May 12, 2025	Confirmed			Confirmed
08:40 AM	Monday, May 12, 2025	Confirmed			Confirmed
08:40 AM	Monday, May 12, 2025	No Response			No Response
09:00 AM	Monday, May 12, 2025	No Response			No Response
09:20 AM	Monday, May 12, 2025	Confirmed			Confirmed
09:40 AM	Monday, May 12, 2025	Confirmed			Confirmed
10:00 AM	Monday, May 12, 2025	No Response			No Response
10:20 AM	Monday, May 12, 2025	No Response			No Response
10:40 AM	Saturday, April 19, 2025	Want To Cancel			Cancelled
10:40 AM	Monday, May 12, 2025	Confirmed			Confirmed

# Problem: Poor access for NEW patients



- **Reviewing Data, Looking for Opportunities**
  - Average patients per half day clinic session for APPs = 4
  - 25-30% of NEW patients seen within 14 days
  - Return appointment availability >6 months out
- **Actions to date**
  - Simplify appointment types and diagnoses lists
  - Adjust provider templates to improve access for new patients, patients seen per clinic session
  - Strategic overbooking
- **Innovative projects**
  - Provider referral triage
  - Doc of the week for new urgent referrals
  - Alternative referral pathways



# 02

## Access Center

WE NEED HELP!  
PLEASE REACH OUT  
IF INTERESTED IN  
JOINING US!



Ultimately working to establish best practices within UAB system and access center constraints to improve access for both patients and providers

Goal is to automate these practices

Sometimes things have to get worse before they get better





**DOM WELLNESS COUNCIL**

SUBCOMMITTEE 03

# Onboarding & Retention

**Carolyn Walsh**, Chair's Office

**Artemise Rue-Johnson**, Division of Gastroenterology and Hepatology

# 03

## Onboarding & Retention: Previous work

Streamline onboarding, clarify responsibilities, reduce staff turnover, and address workload stressors and frustrations.



## CHALLENGE:

Many moving parts with onboarding, lack of knowledge of existing onboarding materials (including excellent checklists)

## SOLUTION:

Disseminate available onboarding materials to HR staff within the DOM

UAB

The University of Alabama at Birmingham

Explore UAB

Human Resources

CONTACT HR

CURRENT UAB EMPLOYEES

Home

Careers

Benefits & Wellbeing

Compensation

Forms

Faculty & Staff Development

HR Departments

Policies & Handbooks

Calendar

Manager's Toolkit

Manager's Toolkit

Getting Started

Recruiting Employees

Onboarding Employees

Developing Yourself & Others

HR Services & Resources

Tell us what you think...

Onboarding Employees

Getting off to the right start begins before someone walks in the door. Successful onboarding can improve faculty and staff engagement, motivation and retention. The resources below are designed to assist managers during the onboarding process at UAB.

Phases of Onboarding

Tools for Onboarding

Records Administration

Support for processing of personnel actions via the UAB Administrative System and the ACT form.

Welcome to UAB

The onboarding portal for new UAB employees includes information on what to expect and how to access important resources.

Manager's Guide to Onboard New Employees

New Employee Onboarding at UAB – Tools and Tips for Managers

ONBOARDING FACULTY? Additional resources for UAB faculty onboarding available [here](#).

Related UAB Policies & Procedures

Manager's Quick Checklist

Before the first day, focus on preparation.

☐

Monitor your UAB email for notifications of possible ACT Document actions\*

☐

Guide your new employee to begin working on the Taleo Task List\* It's also helpful to discuss logistics of the first day | Tips on [page 4](#) | Full task list for employees on [page 8](#)

☐

Confirm your new employee received ONE Card\*

☐

Encourage Section 1 I-9 completion\* HR Service Center is responsible for Section 1 and 2, but your assistance is needed in encouraging your new employee to complete Section 1 before Day 1

☐

Ensure all resources and tools are in place\* Set up your new employee's workstation and submit systems access requests | Details on [page 4](#)

From day one to day 30, focus on acclimating your new employee.

☐

Ensure employee's attendance at department orientation and establish short-term goals on the first day | Good goals for the first day on [page 5](#) | Department orientation guide on [page 7](#)

☐

Have a check-in conversation with your new employee at the end of the first week | Talking points on [page 5](#)

☐

Ensure employee's attendance at Discover UAB: New Employee Orientation within the first two weeks

☐

Have a check-in conversation with your new employee at the end of the first month | Talking points on [page 5](#)

☐

Continue to monitor and support your new employee's completion of the Taleo Task List\* | Full task list for employees on [page 8](#)

From day 30 to day 90, focus on fostering belonging.

☐

Have a check-in conversation with your new employee at the 60-day mark | [Page 6](#)

☐

Have a check-in conversation with your employee at the 90-day mark | [Page 6](#)

From day 90 to day 365, focus on performance excellence.

☐

Conduct the six-month Performance Review | Quick overview on [page 6](#)

☐

Have a check-in conversation with your new employee at the eight-month mark

\*Denotes required actions.

<https://www.uab.edu/humanresources/home/managers-toolkit/onboarding-employees>

UAB

HEERSINK

SCHOOL OF MEDICINE

The University of Alabama at Birmingham

DEPARTMENT OF MEDICINE WELLNESS COUNCIL

© UAB. All Rights Reserved.

## Human Resources

CONTACT HR CURRENT UAB EMPLOYEES



Home Careers Benefits & Wellbeing Compensation Forms Faculty & Staff Development HR Departments Policies & Handbooks Calendar

## UAB Employee Onboarding

Home

Step 1: Tasks

Step 2: Learning

Step 3: Connecting

## Welcome to UAB

This website will help new staff of UAB set the foundation for a successful start at UAB. Follow the links below for information on onboarding tasks to complete, learning resources to help orient you, and how to connect with other new hires and resources available to UAB employees.

Faculty members, please visit the [Faculty Onboarding site](#) for more information.



Step 1: Tasks



Step 2: Learning



Step 3: Connecting

## Pre-Hire & Onboarding Task List

The Orientation & Onboarding Checklist will help you prepare for your position at UAB. You can use this task list to verify that you have completed these tasks and meet with your supervisor to review any questions.



**NOTE:** When dialing a number from a campus phone, only use the last five digits (for example, 6-5555).

### Pre-Hire Tasks

☐ I have completed my I-9 Employment Eligibility Verification.

**Timing** (required by law):

- Section 1- Before or on your first day
- Section 2- Within the first three days

**Description**

- The I-9 Form establishes your eligibility to work in the United States. All UAB employees are required to complete Section 1 on or before the first day of work. You will have access to complete Section 1 of the I-9 ( and schedule an appointment to complete Section 2 of the I-9 through the [UAB Career Site](#).

**Contact Information**

UAB Administration Building (AB)  
Suite 254  
701 20th St. S.  
Birmingham, AL 35233

[go.uab.edu/i9](mailto:go.uab.edu/i9)  
[hrmrecords@uab.edu](mailto:hrmrecords@uab.edu)  
(205) 934-4408

☐ I have a Blazer ID and a strong password set up.

**Timing:**

- Before your first day

**Description**

- Your BlazerID will be assigned to you and be used for:
  - Your default UAB email address (ex. newstaff@uab.edu)
  - Access to multiple UAB services, electronic systems and apps
- If you haven't been assigned a BlazerID before (whether through past employment or as a student), you will receive an email with your assigned BlazerID that requires you to set up a strong password.

**Contact**

[uab.edu/blazerid](http://uab.edu/blazerid) [AskIT@uab.edu](mailto:AskIT@uab.edu) (205) 996-5555

<https://www.uab.edu/humanresources/home/uab-onboarding>

# 03

## Onboarding & Retention: New efforts

Streamline onboarding, clarify responsibilities, reduce staff turnover, and address workload stressors and frustrations.



### **CHALLENGE:**

The diversity of DOM means that there are many types of employees and many barriers affecting retention

### **Solution:**

Focus our attentions and efforts on a small group in a pilot project



# 03

## Onboarding & Retention: New efforts

Streamline onboarding, clarify responsibilities, reduce staff turnover, and address workload stressors and frustrations.



# Are there evidence-based strategies? Yes!

## Retaining Healthcare Workers: A Systematic Review of Strategies for Sustaining Power in the Workplace

[Neeltje De Vries](#)<sup>1,2</sup>, [Olivia Lavreysen](#)<sup>3</sup>, [Anke Boone](#)<sup>3</sup>, [José Bouman](#)<sup>2</sup>, [Szymon Szemik](#)<sup>4</sup>, [Kamil Baranski](#)<sup>4</sup>, [Lode Godderis](#)<sup>3,5</sup>, [Peter De Winter](#)<sup>2,6,7,8,\*</sup>

*New hires are more likely to stay on when they have **regular check-ins** with managers who act as mentors, making sure new hires have the tools they need to succeed.*

Healthcare (Basel). 2023 Jun 29;11(13):1887.

# 03

## Onboarding & Retention: New efforts

Streamline onboarding, clarify responsibilities, reduce staff turnover, and address workload stressors and frustrations.



### **Immediate Goal:**

We have identified a likely employee group within DOM to participate in our pilot project.

### **Intermediate Goal:**

1. Conduct focus groups with employees to discuss barriers to retention.
2. Based on what we learn, design/deploy an intervention to address the issues identified.

### **Innovative Goal:**

If pilot proves successful, plan to expand pilot to other groups within DOM.



**DOM WELLNESS COUNCIL**

SUBCOMMITTEE 04

# Culture of Engagement

# 04

## Engagement

Build a culture where all faculty & staff have a voice in the decisions that impact their wellness.



Opportunity for recognition of all faculty and staff for performance, productivity, achievements, by anyone (leaders and colleagues)

Anonymous comment box to address wellness related concerns, provide input on activities, and ask questions.

Future Goals: “Tapestry Stories Celebrating Us: Who we are in DOM” an opportunity and platform to provide insight into different journeys in work, experience, and interactions as colleagues in DOM.

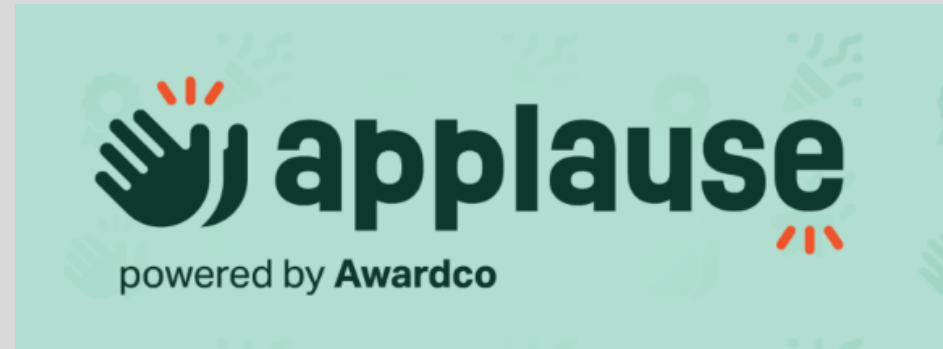
# 04

## Engagement

Build a culture where all faculty & staff have a voice in the decisions that impact their wellness.



### Improving Recognition



<https://uabmedicine.awardco.com>

# 04

## Engagement

Build a culture where all faculty & staff have a voice in the decisions that impact their wellness.



### Anonymous Comments



#### The Wellness Mailbox

We continue to solicit feedback about wellness, and invite you to share your thoughts, concerns, and experiences below.

Your feedback is crucial in shaping a positive and supportive wellness environment for everyone involved. Together, we can create a healthier and a more engaged community.

Please also submit your info to this form to express interest in becoming a member of one of our subcommittees.

**If you want to remain anonymous, you are not required to leave your name or email address.** All required items have ( \* ).

Full Name

E-mail

Describe your concern here, or provide info on which subcommittee you would like to join. (\*)

If applicable, please upload any supporting documents you may have.

Choose File no files selected

SUBMIT

RESET

# CONTACT US



DOMWellness@uabmc.edu



DOM Wellness Council Website:

<https://www.uab.edu/medicine/dom/about/dom-wellness>