

Board of Trustees  
**Human Resources / Labor Relations Committee**

September 13, 2021

1:00 PM

ZOOM – No Physical Location is Available

The public is invited to view the meeting on YouTube. The link to the Board of Trustees YouTube page can be found the Board website: <https://www.maine.edu/board-of-trustees/>

**AGENDA**

**Executive Session**

The Human Resources & Labor Relations Committee will enter Executive Session under the provisions of: 1 MRSA Section 405 6-A & 6-D.

Following the Executive Session, the Human Resources/Labor Relations Committee will reconvene the public meeting to discuss the following items:

- TAB 1      [Introduction of new Chief Human Resources Officer \(CHRO\)](#)
- TAB 2      [Employee Health Plan Task Force \(EHPTF\) Scorecard Update](#)
- TAB 3      [Human Resources & Labor Relations Committee FY2022 Work Plan](#)
- TAB 4      [UMA Presidential Search Preview](#)

*Action items within the Committee purview are noted in green.*

*Items for Committee decisions and recommendations are noted in red.*

*Note: Times are estimated based upon the anticipated length for presentation or discussion of a particular topic. An item may be brought up earlier or the order of items changed for effective deliberation of matters before the Committee.*

With the elevated covid cases in the State, this meeting will be held virtually, in accordance with [Board of Trustee Policy 215 - Remote Public Meetings](#)

University of Maine System  
Board of Trustees

**AGENDA ITEM SUMMARY**

**NAME OF ITEM:** Introduction of new Chief Human Resource Officer (CHRO)

**INITIATED BY:** Sven Bartholomew, Chair

**BOARD INFORMATION:** X

**BOARD ACTION:**

**BOARD POLICY:**

n/a

**UNIFIED ACCREDITATION CONNECTION:**

n/a

**BACKGROUND:**

Vice Chancellor for Strategic Initiatives James Thelen will introduce the new Chief Human Resource Officer, Loretta Shields.

9/1/2021

**Loretta B. Shields, MS, SHRM-CP, PHR.**

## HUMAN RESOURCES EXECUTIVE

### Policy Development | Program Leadership | Strategic Planning

Results-oriented human resources executive with extensive experience and leadership vision in developing comprehensive human resource programs that transform operations from transactional frameworks to proactive, strategic partner models. Proven ability to develop comprehensive and innovative HR programs and policies for large organizations, including large universities with 5,000+ employees. Keen ability to provide both global vision and management specifics to implement comprehensive programs at all levels. Expertise in managing traditional benefit systems in concert with innovative wellness programs and creative initiatives to improve employee satisfaction, increase retention, and promote healthy work-life balance. Strong communication skills and ability to develop and maintain partnerships with internal and external stakeholders.

## KEY AREAS OF EXPERTISE

- |   |   |
|---|---|
| <ul style="list-style-type: none"> <li>▪ HR Expertise (tactical and strategic)</li> <li>▪ Cultural Competence</li> <li>▪ High Performing Talent Acquisition</li> <li>▪ Organizational Change</li> <li>▪ Performance Management</li> <li>▪ Union Labor Negotiations</li> <li>▪ Title IX / EEO/ Compliance</li> </ul> | <ul style="list-style-type: none"> <li>▪ Compensation, Benefits &amp; Wellness</li> <li>▪ HR Metrics</li> <li>▪ Organizational Design and Effectiveness</li> <li>▪ Employee and Labor Relations</li> <li>▪ Diversity Recruitment &amp; Retention</li> <li>▪ Strategic Communication</li> <li>▪ Influential Leadership &amp; Facilitation</li> </ul> |
|---|---|

## PROFESSIONAL EXPERIENCE

**NEW COLLEGE OF FLORIDA, Sarasota, FL**

2019- Present

### **Associate Vice President of Human Resources- CHRO- Title IX Coordinator**

New College of Florida is a top-ranked public liberal arts college and the state's Honor College of Florida. Since 2001, the college has earned top five ranking from Forbes, the Princeton Review, U. S. News & World Report, Fiske Guide to Colleges, The Wall Street Journal, and others as one of the nation's premier public liberal arts college. New College is also a national leader in Fulbright Scholarship recipients, having produced more than 50 undergraduate Fulbright winners in the past decade.

As the Chief Human Resources Officer for the College provide vision and leadership in all areas of human resources management. Serve as strategic partner to senior leaders and the President. Responsible for establishing and activating a human resources strategy that advances the institutional priorities and strategic direction of the college.

### **Key Result**

- Introduce, lead and influence change management initiatives with functional/operational leader in effort to address issues that will enhance overall performance and build the overall talent capability of the college.
- Champion diversity- collaborated with DEI to develop virtual zoom training for diversity, equity, and inclusion initiatives remotely during the pandemic to address issues of inclusivity, unconscious bias, and racism
- Provided vision and strategy to develop a professional development department to ensure continuous learning and talent growth throughout the organization. Implemented "Skillsoft" learning platform for professional and personal development offering web-based training, role-plays, job aids, and case studies.
- Revised Title IX policies and procedures to ensure compliance with State and Federal regulations and laws; led initiatives to enhance Title IV and ADA compliance; and developed and provided comprehensive Anti-discrimination and Harassment training program.

**Loretta B. Shields, SHRM-CP, PHR.****Page 2**

- Mental Health Awareness Program- Successfully launched “Kognito” online training simulation course to provide the tools to identify the signs of psychological distress; and effective techniques in approaching a student, faculty, and staff for referring them to counseling services. The training is on-going and currently have 84% participation campus- wide.
- Serve as Chief Negotiator for (3) collective bargaining unions. Provide administrative guidance for the grievance process and disciplinary actions. Serve as Hearing Officer.
- Spearheaded Human Resources shift from paper-based records and documentation to 100% digital, saving time and money.
- Slashed employee turnover 15% while increasing engagement. Created programs for employee wellness, internships, mentoring, and rewards.
- Accelerated time to hire by 25%; cut \$400k + in recruitment costs by formulizing recruitment and on-boarding processes.
- Developed key HR data analytics reporting to identify areas for improvement to drive down costs and time to hire while enhancing employee engagement.
- Strengthened operational efficiencies by analyzing work productivity, performance appraisal, and reviewing standard operations procedures (SOP).

**UIVERSITY OF SOUTH CAROLINA**, Columbia, SC

2017 – 2018

***Director of Total Rewards***

Spearhead university initiatives to support USC's Strategic Plan as an employer of choice for faculty and staff. Create and implement policy for compensation, benefits, rewards and recognition programs, career development, and work-life integration to attract outstanding talent. Develop strategies to attract, retain, and motivate talented faculty and support workforce diversity.

**Key Result**

- To ensure efficiency and provide a world-class retirement plan solution to faculty and staff, restructured, and consolidated 403(b) approved providers moving from 16 to 8 vendors, resulting in contained or and reduced administrative recordkeeping and investment option expensed by participants.
- Established Nurse Case Management process for workers' compensation to increase turnaround time for claims processing, and enhanced customer service providing 24/7 Nurse Triage for entire eight campus system.
- Improved overall internal communication using “Mail Chimp” marketing automation platform to engage employees and established unified branding for HR marketing.

**KENT STATE UNIVERSITY**, Kent, OH

2008 – 2017

**Executive Director, Benefits, Wellness & Compliance**

Provided strategic leadership for human resources operations and programs for 5,600 employees at Northeast Ohio's largest public university of 50,000 students. Provided strategic leadership and for benefits, wellness, compensation, compliance, Title IX compliance, and diversity recruitment. Developed short-and long-term HR strategy to transition HR services from transactional to proactive business partner model. Served as university subject matter expert on compliance and risk management connected to Title IX, VAWA, and the Clery Act.

**Loretta B. Shields, SHRM-CP, PHR.**

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### **Key Result**

- Oversight of the administration of \$60 million budget of the university's self-funded health care program that emphasizes cost efficiencies, prevention wellness, access, and quality while ensuring compliance with federal regulations.
- Successfully negotiated collective-bargaining agreement resulting in \$12 million health care savings.
- Slashed payroll/ benefits administrative cost 30% by negotiating pricing and fees, while ensuring the continuation and enhancements of services.
- Collaborated with key stakeholders to develop a five-year Wellness Strategic Plan (2013-2018), creating a pyramid shift in the culture and engaging employees to proactively identify chronic health conditions and to initiate preventive care treatment. This plan will enhance the health and productivity of employees and has the potential of containing healthcare costs.
- Lead efforts to ensure competitive and equitable compensation and benefits programs that help enable the organization to attract, retain, and engage top talent. Engage finance leadership on Total Rewards strategy and planning. Define workplace strategies and initiatives to enhance culture and engagement of employees. Lead quarterly HR Open Forum.
- Provide HR vision, short & long- term planning, as well as progressive human resources strategies to continue to build capacity within the HR function and the broader organization, develop strong talent pipeline, and maximize organizational development and performance.
- Evaluate and advise on the impact of long-range planning of new programs/strategies and regulatory action as those items affect the attraction, motivation, development, and retention of the people resources of the organization.
- Drive the use of data analytics, and external/internal insights to design innovative HR solutions based on needs of the organization.
- Achieved a 25% increase in minorities and women in departments that were unrepresented by partnering with talent acquisition to design and implement a strategic diversity plan focused on talent succession and performance management.
- Developed staffing forecast, devised recruiting plan, created, and trained managers on the use of competency-based interviewing. Created and implemented unique compensation and incentive plans to attract and retain technical talent.

### **Additional Experience**

#### **Chicago Title Insurance Company**

**Regional Human Resources Director** (2005 to 2008), Cleveland OH

*Subsidiary of Financial National Financial (FNF)*

#### **Beaufort County Council**

**Deputy County Administrator** (2003 to 2004), Beaufort, SC

#### **Norfolk Airport Authority**

**Director of Human Resources** (1999 to 2003), Norfolk, VA

#### **Advance Services Incorporate**

**Senior Human Resources Generalist** (1995-1999), Norfolk, VA

*Subsidiary of General Electric Appliance (GEA)*

**Loretta B. Shields, SHRM-CP, PHR.**

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### **EDUCATION & CREDENTIALS**

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**Master of Science in Human Resources Management**, Troy State University, Troy, AL

**B.A., Business Administration**, Ashland University, Ashland, OH

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### **CERTIFICATIONS**

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Certified in Lean Process Improvement, Kent State University, Kent, OH

Certified Professional in Human Resources- (SHRM-CP), Society for Human Resources Management (SHRM)

Certified Professional in Human Resources- (PHR), Human Resources Certification Institute (HRCI)

Certified Campus Title IX Coordinator, National Center for Higher Education Risk Management (NCHERM)

Graduate Institute for Excellence in Leadership, Kent State University, Kent, OH

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### **PROFESSIONAL AFFILIATIONS**

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Member, Society for Human Resources Management (SHRM)

Member, College and University Professional Human Resources Member (CUPA)

Member, International Personnel Management Association (IPMA)

Member, American Association for Access, Equity, and Diversity (AAAED)

Member, Association of Title IX Administrators (ATIXA)



University of Maine System  
Board of Trustees

**AGENDA ITEM SUMMARY**

**NAME OF ITEM:** Employee Health Plan Task Force (EHPTF) Scorecard

**INITIATED BY:** Sven P. Bartholomew, Chair

**BOARD INFORMATION:** X **BOARD ACTION:**

**BOARD POLICY:**  
Board Policy 411

**UNIFIED ACCREDITATION CONNECTION:**  
n/a

**BACKGROUND:**  
Director of Compensation Laurie Clark and Denise Stephenson from Willis Towers Watson will present the Employee Health Plan Task Force (EHPTF) Scorecard – Executive Summary and the EHPTF Scorecard.

Data as of 12/31/2020

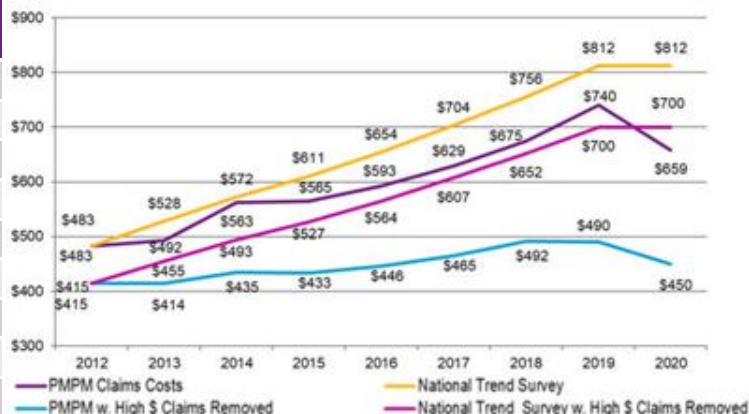


## EHPTF SCORECARD

### Section I: Claims Cost Summary

Demographics	2018	2019	2020
Avg.# Active Enrolled EEs	4,389	4,407	4,378
% Change in Enrollment	1.51%	0.41%	-0.67%
Average Contract Size	2.18	2.19	2.18
Medical Claims PMPM	\$555.84	\$626.10	\$531.93
Medical Trend (%)	7.1%	12.6%	-15.0%
Pharmacy Claims PMPM	\$119.45	\$113.86	\$126.80
Pharmacy Trend (%)	8.6%	-4.7%	11.4%
Total Claims PMPM	\$675.29	\$739.96	\$658.73
Annual Trend	7.4%	9.6%	-11.0%

- 2020 claims suppressed due to COVID-19



### Section II: Network Management

	2018	2019	2020	Cigna Norm
In Network %	97.4%	99.0%	97.3%	93.7%
<i>UMS encourages in-network care</i>				
Primary vs Specialty Ratio	60.7%	60.8%	60.8%	56.5%
<i>UMS encourages primary care</i>				
Cigna Care Designation %	58.8%	40.8%	17.5%	47.7%
<i>Providers who meet quality and cost efficiency criteria</i>				
Centers of Excellence	57.2%	58.0%	5.0%	N/A
<i>Hospitals identified as providing exceptional Patient Outcomes and Cost Efficiency for specific procedures or medical conditions</i>				
Collaborative (CAC) Aligned	84.0%	77.1%	76.0%	N/A
<i>Providers that are rewarded for improved health outcomes, affordability and experience</i>				

### Section III: Plan Management—Consumerism Statistics

	2018	2019	2020	Cigna Norm
ER Visits per 1,000 members	171.7	171.6	138.1	193.9
Urgent Care per 1,000 members	92.0	107.1	133.6	327.1
Telemedicine Visits	91	75	129	N/A
Generic %	89.7%	92.0%	92.5%	88.6%
Mail Order and Retail 90 %	69.0%	69.5%	82.7%	N/A
Use of EAP	3.9%	4.9%	6.6%	3.8%

### Section IV: Wellness

	2018 (#)	2018 (%)	2019 (#)	2019 (%)	2020 (#)	2020 (%)
Level 1 Completions	5,550	85%	5,991	92%	3,142	82%
Level 2 Completions	3,290	51%	2,847	44%	1,907	29%
Engaged with Health Coach	2,095	48%	1,503	34%	1,475	34%

Note: Information above includes claims experience for Actives and Under 65 Retirees only.

WillisTowers Watson



Data as of 7/31/2021



## EHPTF SCORECARD

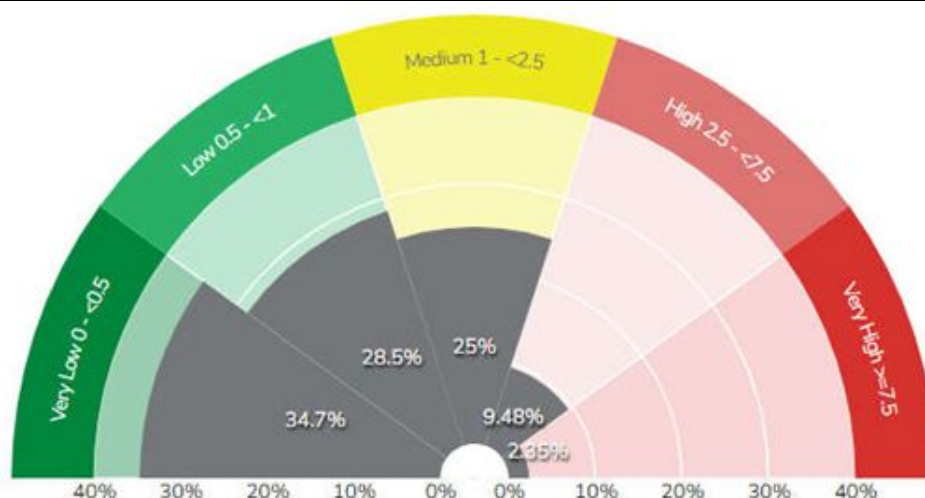
### Section V: Communications

Healthy & Maine	Sent	Open	Click
Jan-20	4,169	2,552 (61%)	506 (20%)
Apr-20	4,179	2,371 (57%)	366 (15%)
Jun-20	4,178	2,234 (53%)	161 (7%)
Oct-20	4,832	2,676 (55%)	442 (17%)
Dec-20	4,752	2,700 (57%)	551 (20%)
<b>Average</b>	<b>4,422</b>	<b>2,507 (57%)</b>	<b>405 (9%)</b>

### Section VI: Health Improvement—Preventive Care & Compliance Statistics

	2018	2019	2020	Cigna Norm
UMS encourages Preventive Care & Compliance				
Preventive Visits (Adult)	56.1%	62.0%	51.3%	44.6%
Screening Compliance				
Mammograms	77.0%	79.0%	77.0%	73.0%
Cervical Cancer	60.0%	59.0%	56.0%	60.0%
Colon Cancer	45.0%	45.0%	44.0%	47.0%
Gaps in Care	75.7%	76.2%	76.5%	76.0%
Medication Adherence	91.3%	91.3%	93.2%	N/A

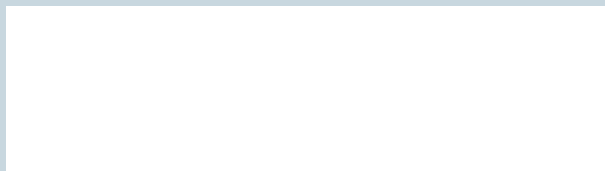
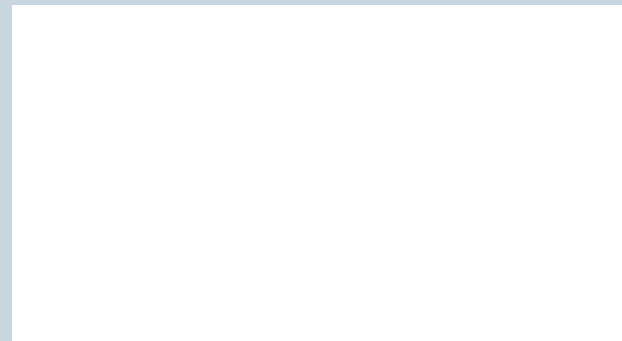
### Section VII: Overall Population Health



Relative Risk Score	Avg. Age	Avg Risk Score	Very Low	Low	Medium	High	Very High
2020	40.3	1.31	34.7%	28.5%	25.0%	9.5%	2.4%
2019	40.1	1.33	34.0%	28.1%	25.6%	10.0%	2.5%
2018	40.2	1.37	32.6%	28.0%	26.4%	10.4%	2.7%

- 2018 Risk Score based on Apr18—Dec18

## EHPTF Scorecard – CY 2020



## Section I – Enrollment & Per Member Per Month (PMPM) Costs

- 2020 experienced a slight decline in enrollment and membership
- 2020 had an unusual claims pattern due to deferrals of care related to the pandemic; this was common across the US, with average deferrals in the Northeast of 6-7%
- Pharmacy did not see a deferral, rather usage & cost increased during the 2020 period
- Historically, UMS has outperformed industry trend
  - Particular success in pharmacy cost management via targeted and thoughtful design changes
- High dollar claims have an ever increasing impact on costs; this was particularly true in 2019 but normalized in 2020

Demographics	2018	2019	2020
Avg.# Active Enrolled EEs	4,389	4,407	4,378
% Change in Enrollment	1.51%	0.41%	-0.67%
Average Contract Size	2.18	2.19	2.18
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Pharmacy Trend (%)	8.6%	-4.7%	11.4%
Total Claims PMPM	\$675.29	\$739.96	\$658.73
Annual Trend	7.4%	9.6%	-11.0%



## Section II – Network Usage

- Network usage continues to be strong and is well above norms
- Primary care usage has remained relatively flat
- UMS uses “Cigna Care Designations” to identify Specialists who provide high quality at a lower cost; in 2020, Cigna removed CCD designations from various specialty groups, so the statistic for 2020 looks unusual compared to prior years
- Cigna is no longer using a Centers of Excellence term for Hospitals so that measure will be sunset
- Three year decline in members using CAC Aligned providers; plan to address in 2021/2022

	2018	2019	2020	Cigna Norm
In Network %	97.4%	99.0%	97.3%	93.7%
<i>UMS encourages in-network care</i>				
Primary vs Specialty Ratio	60.7%	60.8%	60.8%	56.5%
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Centers of Excellence	57.2%	58.0%	5.0%	N/A
<i>Hospitals identified as providing exceptional Patient Outcomes and Cost Efficiency for specific procedures or medical conditions</i>				
Collaborative (CAC) Aligned	84.0%	77.1%	76.0%	N/A
<i>Providers that are rewarded for improved health outcomes, affordability and experience</i>				

## Section III – Plan Management

- Emergency Room (ER) visits continued to decrease and are lower than Cigna norms; dramatic decline in 2020 when employees tended to avoid emergency rooms due to the pandemic
- Urgent Care continues to be an increased point of access at a lower cost than ER care
- Telemedicine continues to be an area of opportunity; note that UMS waived copays in 2021 in order to incent usage
- Generic drug utilization continued to increase; UMS has “Best in Class” metrics
- Due to aggressive awareness campaign, EAP usage continues to increase and is above Cigna norms

	2018	2019	2020	Cigna Norm
ER Visits per 1,000 members	171.7	171.6	138.1	193.9
Urgent Care per 1,000 members	92.0	107.1	133.6	327.1
Telemedicine Visits	91	75	129	N/A
Generic %	89.7%	92.0%	92.5%	88.6%
Mail Order and Retail 90 %	69.0%	69.5%	82.7%	N/A
Use of EAP	3.9%	4.9%	6.6%	3.8%

## Section IV – Wellness

- Level 1 requires employees (and spouses) to obtain either a preventive care visit and/or complete a coaching session with TrestleTree wellness coaches; Level 1 completion is rewarded with a premium incentive differential of 10%
- Level 2 applies once a Level 1 completion is obtained, and employees can participate in a variety of events to earn a cash incentive
- The majority of UMS employees earn their Level One incentive, with a lesser percentage participating in Level 2
- 2020 saw a decline in engagement, but is reflective of engagement statistics overall across the industry

	2018 (#)	2018 (%)	2019 (#)	2019 (%)	2020 (#)	2020 (%)
Level 1 Completions	5,550	85%	5,991	92%	3,142	82%
Level 2 Completions	3,290	51%	2,847	44%	1,907	29%
Engaged with Health Coach	2,095	48%	1,503	34%	1,475	34%



## Section V - Communications

- Since inception, the UMS Healthy & Maine newsletter has seen a steady increase in open and click rates through 2018, and then it stabilized in 2019 at about 2/3 Open Rate
- In 2020, the reception to UMS Newsletters declined to just over 50% Open Rate; however, most employers saw a decline in employee engagement in an array of programs due to the pandemic

Healthy & Maine	Sent	Open	Click
Jan-20	4,169	2,552 (61%)	506 (20%)
Apr-20	4,179	2,371 (57%)	366 (15%)
Jun-20	4,178	2,234 (53%)	161 (7%)
Oct-20	4,832	2,676 (55%)	442 (17%)
Dec-20	4,752	2,700 (57%)	551 (20%)
<b>Average</b>	<b>4,422</b>	<b>2,507 (57%)</b>	<b>405 (9%)</b>

## Section VI – Health Improvement

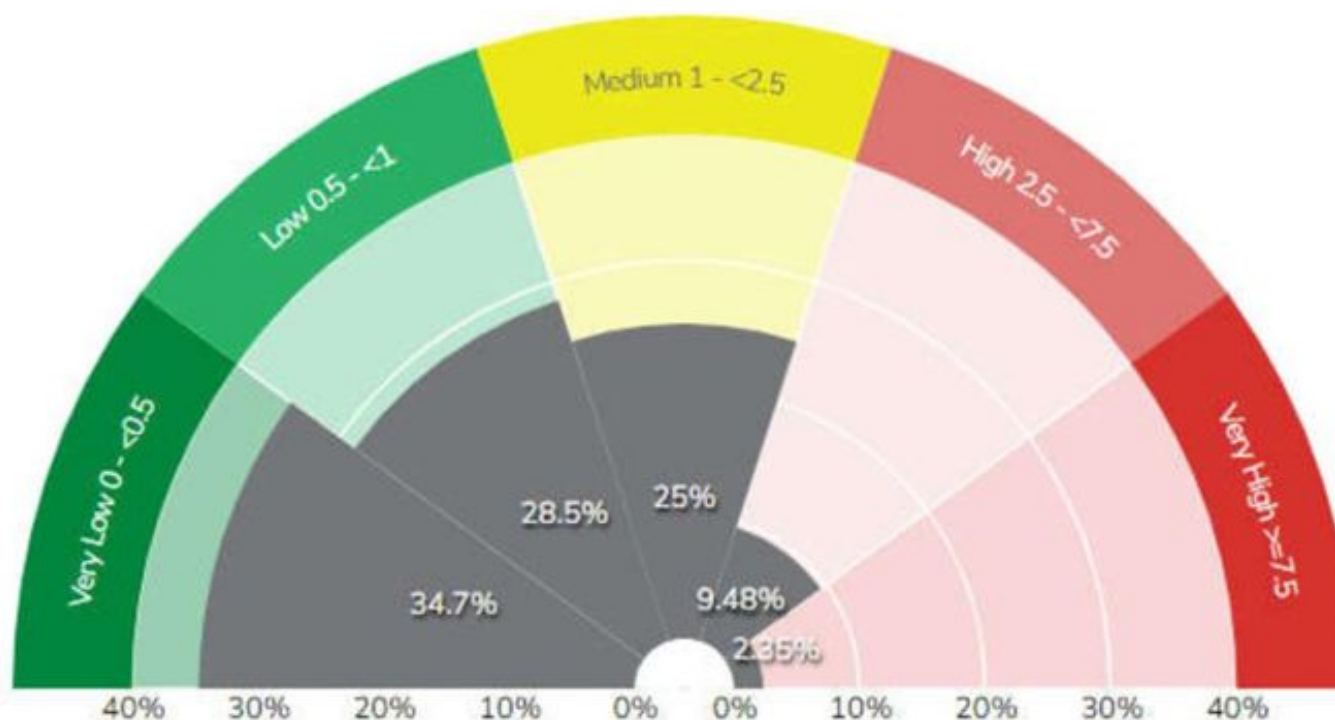
- Preventive care visit compliance was eroded in 2020 due to the pandemic, however, remains above Cigna's norms
- Screening rates remained fairly unaffected, which is positive given the importance of early detection of cancers
- Gaps in Care continued to close; indicating employees continued to well managing their chronic disease, despite the disruption of the pandemic
- Medication adherence improved in 2020

	2018	2019	2020	Cigna Norm
UMS encourages Preventive Care & Compliance				
Preventive Visits (Adult)	56.1%	62.0%	51.3%	44.6%
Screening Compliance				
Mammograms	77.0%	79.0%	77.0%	73.0%
Cervical Cancer	60.0%	59.0%	56.0%	60.0%
Colon Cancer	45.0%	45.0%	44.0%	47.0%
Gaps in Care	75.7%	76.2%	76.5%	76.0%
Medication Adherence	91.3%	91.3%	93.2%	N/A



## Section VII – Overall Health Score

- Despite the challenges of the pandemic, UMS risk score improved from 2019 to 2020
- Although the majority of employees have “very low” to “medium” risk scores, those with serious conditions are responsible for the majority of the spend



Relative Risk Score	Avg. Age	Avg Risk Score	Very Low	Low	Medium	High	Very High
2020	40.3	1.31	34.7%	28.5%	25.0%	9.5%	2.4%
2019	40.1	1.33	34.0%	28.1%	25.6%	10.0%	2.5%
2018	40.2	1.37	32.6%	28.0%	26.4%	10.4%	2.7%

University of Maine System  
Board of Trustees

**AGENDA ITEM SUMMARY**

**NAME OF ITEM:** Human Resources & Labor Relations Committee FY2022 Work Plan

**INITIATED BY:** Sven Bartholomew, Chair

**BOARD INFORMATION:** X

**BOARD ACTION:**

**BOARD POLICY:**

n/a

**UNIFIED ACCREDITATION CONNECTION:**

n/a

**BACKGROUND:**

The Human Resources & Labor Relations Committee will review the draft FY2022 Committee Work Plan, Committee Duties, and Responsibilities in preparation for submission at the September 27, 2021 Board of Trustees Meeting.

9/1/2021

University of Maine System  
Board of Trustees

**Human Resources/Labor Relations Committee**

**2<sup>nd</sup> DRAFT** Fiscal Year 2022 Work Plan

Standing Agenda:

1. Collective Bargaining Update (may occur in HR/LR Committee or in Executive Session of the Board of Trustees)
2. Human Resources and Labor Relations items requiring Committee and/or Board approval

Ad Hoc Agenda: **Note: Items in red require a vote of the Committee**

- **Approval of Collective Bargaining Agreements (as tentative agreements are reached)**
- Collective bargaining goals for FY23 (review as needed)
- Review Employee Health Plan Task Force Scorecard (September)
- Evaluation of Board Chair (March)
- Comprehensive Presidential Review results (as needed)
- Discuss priorities for HR Strategic Planning (as needed)
- **Policy and compensation changes for non-represented employees (as needed)**
- Update on significant HR initiatives (as needed)
- Briefing on compliance and regulatory issues (as needed)
- Chancellor's Review Committee, chaired by Human Resources/Labor Relations Committee Chair (as needed)

Informational Reports:

- Report of Management Group appointments (July, November, March)
- Workforce Profile and Turnover reports (May)
- Diversity, Equity, and Inclusion Update (develop benchmarks and report on initiatives, as needed)
- Employee Recognition and Service Awards (as needed)
- Retiree Healthcare Updates (as needed)

Meeting Schedule:

Committee Meetings are scheduled by the Board of Trustees Office on a 2-year cycle and will occur prior to each full Board meeting (approximately six times per year).

University of Maine System  
Board of Trustees

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**AGENDA ITEM SUMMARY**

**NAME OF ITEM:** UMA Presidential Search Preview

**INITIATED BY:** Sven Bartholomew, Chair

**BOARD INFORMATION:** X

**BOARD ACTION:**

**BOARD POLICY:**

n/a

**UNIFIED ACCREDITATION CONNECTION:**

n/a

**BACKGROUND:**

Vice Chancellor for Strategic Initiatives James Thelen will provide a brief preview of the upcoming UMA Presidential Search.

9/1/2021