EXTERNAL COMMUNICATION AND RECRUITMENT STRATEGIES (Section 46a-68-80) September 2020

This section was found to be in compliance in the previous filing and there were no proposals/recommendations.

Subsection (a)

UConn Health has developed means of recruiting goal candidates for current positions.

During this Plan year, UConn Health continued to evaluate and modify its recruitment and hiring procedures. This was done in recognition that many of its affirmative action goals can only be realized if the selection procedure successfully supports the institution's efforts to hire and promote affirmatively. The employment application process and the required forms are identified on the Human Resources (HR) website. **Exhibit #1**

HR staff work with hiring managers to ensure the best strategies for recruitment are utilized to achieve a more diverse workforce. All efforts to recruit qualified goal applicants are documented by HR in the iGreentree system and are reviewed prior to any offer of employment to ensure that good faith efforts have been made in the recruitment process.

All job openings are posted on the UConn Health's <u>website</u>; printed copies are posted on various bulletin boards and e-mailed to the collective bargaining units by HR. Walk-in applicants can use a computer in the HR reception area to access the website to view and apply for open positions. Both the online and printed postings have a description of the vacancy, minimum education and experience requirements and the beginning salary level. **Exhibit #2**.

HR receives numerous phone calls daily regarding employment in all areas of UConn Health. All HR staff has the knowledge and ability to provide information to callers regarding how to apply for positions at UConn Health as well as other state agencies.

All Faculty and Director and above positions are required to have formal search committees and to develop detailed strategies for the recruitment of qualified goal applicants. Some of these strategies included identifying networking activities such as national meetings and contacting colleagues at other institutions to identify candidates interested in UConn Health positions. A resource web page is located on the OIE website to provide search committees with information about search committee responsibilities for recruitment, evaluation, candidate recommendation, affirmative action and equal employment opportunity requirements. **Exhibit #3**

Subsection (b)

UConn Health has put itself on public record as an Affirmative Action and Equal Employment Opportunity Employer. Consistent with that posture:

- Written expression of UConn Health's commitment to affirmative action and notice of job availability are sent regularly to recruiting sources and organizations, which are capable of referring qualified applicants for employment. All job postings and advertisements include a statement that UConn Health is an Equal Employment Opportunity/Affirmative Action Employer. The statement is also included on job postings on the website where applicants apply for current positions. Exhibit #4
- 2) Notice that UConn Health is an affirmative action and equal employment opportunity employer was sent to all unions that represent agency employees for collective bargaining purposes. This notice, sent to the contacts at the bargaining units represented at UConn Health, contained an invitation to review and comment upon UConn Health's Affirmative Action Plan and copies of all affirmative action/equal employment related policies. A sample along with the list of unions is included in **Exhibit #5**.

Subsection (c)

UConn Health initiates and undertakes vigorous, positive relationship-building activities to ensure that affirmative action is more than a paper commitment. UConn Health has worked to secure ongoing relationships and develop additional recruiting sources while cultivating outreach recruitment programs and maintaining contact with protected class members and resource agencies. Consistent with that effort:

- UConn Health's recruitment activities included posting ads at conferences, utilizing member-directed networks and affinity groups, occupational related magazines, professional journals, publications and web pages of associations. Exhibit #6 includes a list of recruitment sources that were utilized.
- 2) UConn Health actively encouraged search committees to engage in proactive and non-traditional recruiting to target goal applicants. Specifically, search committees are encouraged to recruit amongst existing professional networks as well as research new recruiting sources they may not have traditionally considered. A high emphasis is placed on direct professional networking and recruiting of promising applicants, particularly those from goal applicant populations. Hiring managers are asked about their contacts, membership with professional organizations, organizations addressing women's issues, minority group issues, or any other related organizations in an effort to broaden UConn Health's recruitment sources.

3) UConn Health's Office of Health Career Opportunity Programs' top priority for the Schools of Medicine and Dental Medicine is to recruit and retain students from diverse groups who are underrepresented in American health care professions. The Office actively recruits underrepresented medical and dental students and supports those who are enrolled throughout the academic year. This program continues to be a source of applicants for vacancies at UConn Health. For information concerning the program, please see Exhibit #7.

During the Affirmative Action Plan reporting period, UConn Health successfully achieved a number of its goals in many of the categories/classifications, thereby upholding its commitment toward achieving parity in the workforce. UConn Health supports affirmative action and diversity in the workplace, actively seeks applicants from all sectors of the population and takes seriously the commitment to develop a workforce that reflects the diversity of the client population it serves.

UCONN HEALTH

Human Resources

Search this site... Q

Home Services Managers Job Seekers Faculty Student/Temporary Employees Contacts Forms

Talent Acquisition

Career Counseling Services

Careers

Employment Application Process

Nursing Careers

Student/Temporary Employment

Talent Acquisition



Thank you for your interest in employment at UConn Health. The Talent Acquisition Unit is readily available to assist existing and prospective employees with general inquiries regarding recruitment, hiring, employment, new employee orientation, employee relations, retention, classification/compensation, separation, immigration and naturalization.

UConn Health comprises the nationally recognized Schools of Medicine and Dental Medicine, UConn John Dempsey Hospital, UConn Medical Group, and University Dentists.

International Office

Services

Nursing Careers

Student/Temporary Employment

Careers 🗃 Employment Application Process

Career Counseling Services

External Communication and Recruitment Strategies Exhibit # 1 Page 1 of 3



Find a Great Career



Nurses, Join Us as We Grow

Working at UConn Health

With a diverse workforce of over 5,000 employees, we are Connecticut's 16th-largest employer and an important contributor to the local and regional economy. UConn Health attracts leading faculty and staff from around the world. As a UConn Health employee you enjoy:

- Working at one of the nation's top public health care institutions, with a mission of providing outstanding health care education in an environment of exemplary patient care, research and public service.
- A wide range of career and employment opportunities in multiple locations throughout the state.
- A vibrant academic environment where diversity and civility are valued.
- An extensive benefits package: medical and dental plan options, short-term disability, longterm disability, fixed and optional retirement plans, flexible spending accounts for health and child care expenses.
- · Tuition benefits for yourself and possibly your dependent children.
- A variety of professional development opportunities in leadership, supervision, technical and interpersonal skills, career enrichment and service improvement.
- Dedication to employees' work-life balance with programs to promote a healthy workplace as well as a healthy lifestyle.

Information for Completing Your Search/Application Process

- You must have an email address to continue with the application process.
- You will be asked to create a username and password. Remember your username and password for future reference.
- Please fill out the application completely. If you are attaching a résumé, be certain to answer each question on the application in addition to attaching the résumé. Please do not state "see résumé" in place of information completed on the application.

External Communication and Recruitment Strategies Exhibit # 1 Page 2 of 3 Opportunities for experienced OR nurses in new operating rooms to open in the John Dempsey Hospital and ambulatory surgery. Be ready for a bright future! Learn more > C

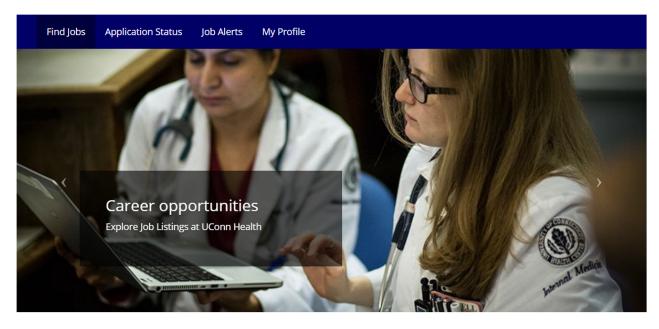
Additional Employment Considerations

- The majority of our employees are represented by collective bargaining units, commonly referred to as labor unions.
- New union employees are subject to a working test period, the duration of which depends on the specific bargaining unit and is generally equal to six months of full-time service.
- For safety and compliance, all UConn Health employees are subject to clearance through appropriate criminal background, federal sanctions, and reference checks. Additionally, health clearance (which may include drug testing) through Occupational Medicine is required. All offers of employment as well as employment continuation are contingent upon successful clearance through these processes.
- Applicants are invited to review the UConn's Annual Security and Fire Safety Report which includes institutional policies on campus security, such as policies concerning alcohol and drug use, crime prevention, the reporting of crimes, sexual assault, and other matters.
- To foster a positive workplace experience, new employees are required to attend New Employee Orientation 2, offering an in-depth introduction to UConn Health.

External Communication and Recruitment Strategies Exhibit # 1 Page 3 of 3



Career Opportunities at UConn Health



About UConn Health

At UConn Health, we offer our employees opportunities within a dynamic, intellectually stimulating environment of education, research, and patient care.

UConn Health is comprised of the nationally recognized School of Medicine and Dental Medicine, John Dempsey Hospital, and UConn Medical Group. As UConn Health continues to grow, employment opportunities are available in multiple locations throughout the state.

The University of Connecticut Health Center is an affirmative action employer, in addition to an EEO and M/F/V/PWD/PV employer.

Accommodations for Applicants with Disabilities

Applicants with disabilities may request reasonable accommodations under the Americans with Disabilities Act (ADA). We can explore accommodations to help applicants with the application process, during the interview as well as the hiring process itself. UConn Health engages in an interactive process with each person making a request for accommodations and reviews the requests on an individualized, case-by-case basis. Please contact ADA Case Manager at 860-679-2831 or via e-mail at Kristin Donofrio to request an accommodation.

NON-DISCRIMINATION POLICY

Commitment to Diversity, Inclusion and a Respectful Workplace

UConn is committed to providing equal employment opportunities to all its employees and applicants for employment. All applicants will receive consideration for employment without regard to race, color, ethnicity, religious creed, age, sex, marital status, national origin, ancestry, sexual orientation, genetic information, physical or mental disabilities (including learning disabilities, intellectual disabilities, past/present history of a mental disorder), prior conviction of a crime (or similar characteristic), workplace hazards to reproductive systems, gender identity or expression, or other factors which cannot lawfully be the basis for employment actions.



THE DEPARTMENT OF NEUROSCIENCE

An Endowed professorship (Janice and Rodney Reynolds Chair In Neurobiology) has been established in the Department ol Neuroscience at the University of Connecticut School of Medicine (UConn Health) to support a senior investigator with an outstanding record of accomplishments. We invite highly successful neuroscientists to apply at the Associate Professor or Full Professor rank in the tenure track. Exceptional scientists having established independent research programs in basic and/or translational neuroscience research, especially in the area of neurodegenerative diseases, neuroinflammation, vascular dementia, stroke, or pain, are particularly encouraged to apply.

UConn Health has established areas of research excellence in Aging, Immunology, Psychiatry, Vascular Biology, and Stroke. We are part of an interactive, collaborative neuroscience community that includes faculty in Neurology and Psychiatry as well as researchers on the Storrs campus. The University of Connecticut is expanding its brain research programs and will engage researchers from multiple areas for collaborative work. Researchers at the Jackson Laboratory for Genomic Medicine, which is located on UConn Health's campus, are easily accessible for collaboration. The applicant will gain access to growing translational research programs at the many outstanding on-campus core facilities. Connecticut Bloscience Initiative is another source of support for developing translational projects.

Minimum qualifications include a PhD and/ or MD and demonstrated accomplishments in academic performance. Applicants should currently lead excellent research programs with a history of sustained extramural funding, excellent publications and a record of successful mentorship of graduate students and post-doctoral fellows. The successful applicant will be expected to actively participate in teaching and mentoring trainees including medical and graduate students at UConn Health.

Interested candidates should apply at https://jobs.uchc.edu, search no. 2019-758 and upload their CV, cover letter and a concise statement of their research and teaching interests. Applicants should also arrange to have at least three letters of reference (on letterhead with signature) submitted to neurosciencejob@uchc.edu,

UConn Health is an Affirmative Action/Equal Opportunity Employer M/F/V/PwD

Nature Magazine

Size:	1/3 page (2.25" x 10.25")
Issue: Deadline:	April 18th May 2nd
Price:	\$5,430.00 - includes web posting

Online only:

Nature - \$699.00 for 60 days

Society for Neuroscience (Neurojobs) - \$345.00 for 30 days



BC/BE Endocrinologist

UCONN HEALTH Division of Endocrinology and Metabolism seeks a BC/BE Endocrinologist for full-time faculty position as Assistant/ Associate Professor. Interested candidates should possess exceptional patient care, clinical research, and teaching skills and have a commitment to academic endocrinology and medical student/resident education. Duties include teaching in the endocrinology fellowship and medicine residency programs, outpatient care in general endocrinology and diabetes, and inpatient consultation service. This is an opportunity to join a well-established department of both clinical quality, teaching, and research. Current clinical strengths include bone and calcium metabolism, endocrine neoplasia, and an ADA-approved diabetes education program. Superb academic/clinical research. UCONN Health is located in Farmington, CT, mid-way between New York City and Boston, and within commuting distance of New Haven.

UConn Health is a growing organization composed of the schools of Medicine and Dental Medicine; Graduate Programs in Biomedical Sciences, Public Health, and Clinical and Translational Research; the UCONN John Dempsey Hospital; and the faculty practice. We offer a competitive benefits and salary package. Interested candidates should submit a cover letter and curriculum vitae at https://jobs.uchc.edu, search no. 2016-1133.

UCONN Health is an Affirmative Action/Equal Opportunity Employer M/F/V/PwD.

Journal of Clinical Endocrinology and Metabolism

 Size:
 1/4 page (3.5" x 4.5")

 Issue:
 July

 Deadline:
 6-13

 Price:
 \$985

Endocrine Practice (AACE journal)

 Size:
 1/4 page (3.75" x 5")

 Issue:
 July

 Deadline:
 6-2

 Price:
 \$285

New England Journal of Medecine Size: 1/4 page (3.25" x 4.875") Issue: 6-23 Deadline: 6-3 Price: \$3,239.00 - includes 3-week web

HEALTH

Director, Clinical Microbiology Laboratory

The Department of Pathology and Laboratory Medicine at the University of Connecticut is seeking a clinical pathologist or infectious disease physician to serve as director of the Clinical Microbiology Laboratory. Board certified/eligible by the American Board of Medical Microbiology is desirable. The laboratory offers full-service diagnostic testing in bacteriology, mycobacteriology, virology, mycology, and parasitology. The successful candidate will provide leadership and guidance, including expanding our test menu in molecular diagnostics. The laboratory director will be available for consultation on test selection, interpretation of results, and clinical guidance. The laboratory director may also provide coverage for the Core Laboratory (Clinical Chemistry and Hematology/Coagulation) and Blood Bank. The Microbiology Laboratory is actively engaged in the education and training of medical students, residents, and fellows at UCONN Health. Research collaborations with other departments and clinical services is strongly encouraged.

The applicant must qualify for a faculty appointment at the School of Medicine of the University of Connecticut. The candidate is required to hold or to be eligible for a current license to practice medicine in the State of Connecticut.

Applicants should submit a letter, curriculum vitae as well as the names (with addresses and email addresses) of at least three references. Information should be submitted via this website https://jobs.uchc.edu/ CSS_External/CSSPage_Welcome.asp. Search number 2018-1235.

UConn Health is an affirmative action employer, in addition to an EEO and M/F/V/PWD/PV employer.

American Journal of Clinical Pathology

 Size:
 1/4 page (3.375" x 4.375")

 Issue:
 September 2018

 Deadline:
 7/13

 Price:
 \$970.00

American Society for Clinical Pathology

(ASCP) website Duration: 30 days Price: \$350.00

> External Communications and Recruitment Strategies Exhibit 4 Page 3 of 35

HEALTH

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> UConn Health is an affirmative action employer, in addition to an EEO and M/F/V/PWD/PV employer.

American Journal of Clinical Pathology

Size: 1/4 page (3.375" x 4.375") Issue: September 2018 Deadline: 7/13 Price: \$970.00

American Society for Clinical Pathology

(ASCP) website Duration: 30 days Price: \$350.00

HEALTH

Asst. Prof./Clinical - Nocturnist-Intensivist

UCONN Health has an opportunity available for a nocturnist-intensivist, to join the University of Connecticut School of Medicine as a full-time faculty in the in-residence track. We offer a collegial environment, faculty appointment, a new hospital and state of the art new ICU, competitive salary and benefits. Candidates for this position should have a strong interest in teaching, resident/medical student supervision and fellowship training. Must be BC/BE in Critical Care Medicine. No J1 or H1 visas.

The individual will have night time responsibility for:

- 1. Covering the ICU
- 2. Admitting to ICU
- 3. Assisting Intermediate Unit physicians and APRN5 with patient management, If requested
- Perform critical care consultations as requested by other providers
 Perform and/or supervise residents, fellows, APRNS and APRN students' procedures (CVC, Dialysis access, A-lines)
- Assist ED, and other inpatient units with placement of central lines, if requested
- 7. Assist with admissions to Intermediate Unit, if requested

The UCONN Health ICU is a modern, spacious 28 bed combined medicalsurgical and neurocritical care ICU and CCU operating on a closed ICU model. It is the expectation that the nocturnist-intensivist will work approximately fourteen, 12 hour shifts per month. The number of weekends to be covered is negotiable.

The ICU plays a major role in Undergraduate and Graduate Medical Education as well as Critical Care APRN training. The John Dempsey Hospital University Tower has a new ICU that opened in May 2016 and will be transitioning to EPIC EHR in April 2018.

Interested candidates should submit a cover letter and curriculum vitae at https://jobs.uchc.edu, search no. 2018-686.

UCONN Health is an affirmative action employer, in addition to an EEO and M/F/V/PWD/PV employer.

Chest Journal (ACCP)

Size: 1/4 page (3.25" x 4.75") Issue: March Deadline: 1-18 Price: \$1,475.00 - Includes 30 days on myHealthTalent.com

Critical Care Medicine

Size: Issue:	1/4 page (3.5" x 4.75") March
Deadline:	1-17
Price:	\$2,090.00 - Includes 30 days on PhysiciansJobsPlus.com

Online only:

Chest Journal (MyHealthTalent.com) - \$425.00 for 30 days Critical Care Medicine (PhysiciansJobsPlus) - \$450.00 for 30 days

UCONN HEALTH

CHIEF OF CARDIAC SURGERY

Division of Cardiothoracic Surgery In the Department of Surgery and the Calhoun Cardiovascular Center at UConn Health invite applications for a faculty position to serve as the Chief. The successful applicant will hold an MD or MD/PhD degree, have Board-Certification in cardiac surgery and oversee academic and clinical activities. Candidates will benefit from a highly collaborative relationship with busy cardiology and vascular surgery services. The successful candidate will have support of the School of Medicine and UConn Health and be expected to grow academics and clinical activities.

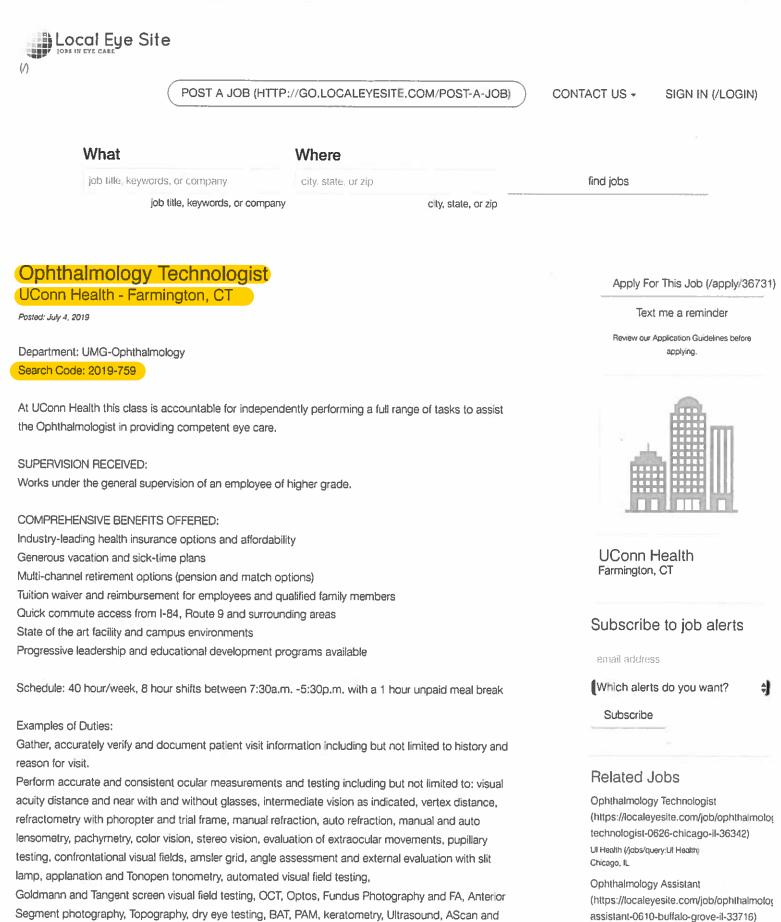
Applicants should apply via https://jobs. uchc.edu/CSS_External/CSSPage_ Welcome.asp. with a CV, cover letter and concise statements of interests to Dr. Bruce T. Llang submitted via Search No: 2019-955.

UConn Health is an affirmative action employer, in addition to an EEO and M/F/V/PWD/PV employer.

New England Journal of Medicine

Size:	1/6 page (2.125" x 4.875")
Issue:	January 30th
Deadline:	1-8
Price:	\$2,879.00 - includes web

Online only: \$775.00 for 30 days



https://localeyesite.com/job/ophthalmology-technologist-0704-farmington-ct-36731

External Communications and Recruitment Strategies Exhibit 4 Page 7 of 35 IOL Master, and other tasks specific to the physician's needs as a result of new technologies or education. Assist the physician with scribing and documentation, forms, prescriptions, patient education and education material, efficiency and patient flow, and anticipate needs of the physician. Administer ocular medications (eye drops/ointments) as requested by the physician. Assist physicians with in office procedures.

Prepare and maintain examination rooms and instruments, ensure instruments are all present and in working order, lenses are clean, eye drops are in order and expiration dates checked, and supplies are maintained. Calibrate and maintain all instruments. Maintain office supplies and inventory. Assist with and perform administrative tasks, patient correspondence, prescriptions and inquiries, contacting and rescheduling patients, obtaining test results, surgical scheduling, and all other patient related needs as needed. Screen and triage patient and other ophthalmology related calls and walk-ins. Work with call center. Schedule patients and assist with scheduling patients as needed.

Travel between office locations as needed,

Perform other duties as required and directed.

Provide basic orientation and ophthalmic education to students and residents and technicians. Maintains records.

Participates in some research work.

Performs related duties as required

Minimum Qualifications:

Knowledge, skills, and ability:

Strong verbal and written communication skills.

Fundamental knowledge of ophthalmic and medical terminology.

Excellent spelling, computer, and typing skills. Experience with an EMR preferred.

Demonstrate advanced comprehension of the role of an ophthalmic technician.

Ability to obtain patient cooperation to obtain best test results. Ability to work under pressure deadlines.

Strong interpersonal skills, professionalism, and the ability to work as a team member.

Demonstrate ability to perform comprehensive ophthalmic work ups and testing with a high level of accuracy in an efficient manner and in accordance with division standards. Competence in ophthalmic evaluation and testing skills.

Knowledge of proper use and care of equipment and instruments.

Enthusiasm to further skill set.

Experience and Training

Three (3) years of experience as an ophthalmic technician in a practice under the supervision of an ophthalmologist.

Current certification by JCAHPO (Joint Commission on Allied Health Personnel in Ophthalmology) as a Certified Ophthalmic Assistant.

Special Requirements: Experience in ophthalmic evaluation and testing. Travel to multiple locations.

Full Time Equivalent Minimum Salary: \$45,531.00

To Apply: https://jobs.uchc.edu/. Search 2019-759

Why UConn Health

UConn Health is a vibrant, integrated academic medical center that is entering an era of unprecedented growth in all three areas of its mission: academics, research, and clinical care. A commitment to human

https://localeyesite.com/job/ophthalmology-technologist-0704-farmington-ct-36731

External Communications and Recruitment Strategies Exhibit 4 Page 8 of 35 Ophthalmology Clinic Manager (https://localeyesite.com/job/ophthalmolog clinic-manager-0624-canton-oh-36407) CANTON OPHTHALMOLOGY (jobs/query:CANTON OPHTHALMOLOGY) Canton, OH

Certified Optician

(https://localeyesite.com/job/certifiedoptician-0707-ionia-mi-36307) Blue Sky Vision (/jobs/query-Blue Sky Vision) Ionia, MI

Certifled Optician

(https://localeyesite.com/job/certifiedoptician-0707-grand-rapids-mi-36308) Blue Sky Vision (/jobs/query.Blue Sky Vision) Grand Rapids, MI health and well-being has been of utmost importance to UConn Health since the founding of the University of Connecticut schools of Medicine and Dental Medicine in 1961. Based on a strong foundation of groundbreaking research, first-rate education, and quality clinical care, we have expanded our medical missions over the decades. In just over 50 years, UConn Health has evolved to encompass more research endeavors, to provide more ways to access our superior care, and to innovate both practical medicine and our methods of educating the practitioners of tomorrow.

UConn Health is an affirmative action employer, in addition to an EEO and M/F/V/PWD/PV employer. All

employees are subject to adherence to the State Code of Ethics which may be found at www.ethics.state.ct.us

Apply Here: http://www.Click2Apply.net/t6ky4h9shp3jhfy7

PI111589785

Apply For This Job (/apply/36731)

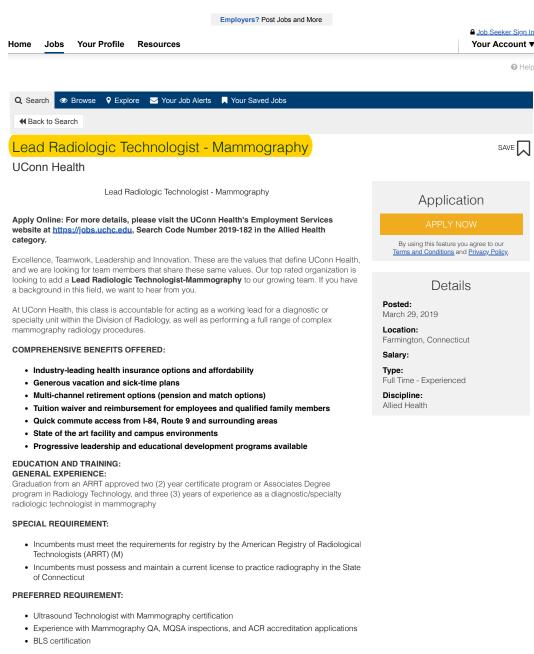
For Jobseekers	For Employers	Company	Local Eye Site
Search Jobs (/jobs) Jobseeker Signup (/signup/jobseeker) Articles (http://go.localeyesite.com/blog/jobseekers) Ophthalmic Technician Jobs (/q- ophthalmic-optometric-technician-jobs) Optician Jobs (/q-optician-jobs) Optometrist Jobs (/q-optometrist-jobs) Jobseeker FAQ (https://localeyesite.zendesk.com/hc/en- us/categories/115001193428- Jobseekers)	Post a job (http://go.localeyesite.com/post-a-job) Targeted Job Ads (http://go.localeyesite.com/targeted-job- advertising) Applicant Tracking System (http://go.localeyesite.com/applicant- tracking-system) Connect2Hire Email Blasts (http://go.localeyesite.com/connect2hire) Candidate Assessments (http://go.localeyesite.com/candidate- assessments) Articles (http://go.localeyesite.com/blog/employers)	About Us (http://go.localeyesite.com/about) Testimonials (/testimonials) Our Partner Network (/power-network) Terms & Conditions (http://go.localeyesite.com/terms-and- conditions) Privacy Policy (http://go.localeyesite.com/privacy-policy) Refund Policy (http://go.localeyesite.com/refund-policy) Blog (http://go.localeyesite.com/blog)	Call Us (tel:(888) 919-0862) Email Us (http://go.localeyesite.com/contact) Facebook (https://www.facebook.com/localeyesite) Twitter (https://twitter.com/localeyesite)



MEMBERSHIP CAREER CENTER SALARY ESTIMATOR CONTINUING EDUCATION

Strengthen your résumé.





SCHEDULE: 40 hour work week, Monday through Friday, 7:30 a.m. – 4:00 p.m., 30 minute unpaid meal break.

Why UConn Health

UConn Health is a vibrant, integrated academic medical center that is entering an era of unprecedented growth in all three areas of its mission: academics, research, and clinical care. A commitment to human health and well-being has been of utmost importance to UConn Health since the founding of the University of Connecticut schools of Medicine and Dental Medicine in 1961. Based on a strong foundation of groundbreaking research, first-rate education, and quality clinical care, we have expanded our medical missions over the decades. In just over 50 years, UConn Health has evolved to encompass more research endeavors, to provide more ways to access our superior care, and to innovate both practical medicine and our methods of educating the practitioners of tomorrow.

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Lead Radiologic Technologist - Mammography, Employment | ASRT

employer.

All employees are subject to adherence to the State Code of Ethics which may be found at www.ethics.state.ct.us.

Apply Here

PI108827218

Internal Number: 26278237

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Powered By NAYLOR

Jobs **Business System Analyst**

Bridgeport, CT

Join now Sign in

Q

UCONN

Business System Analyst

UConn Health - Farmington, Connecticut 4 days ago - (1) Be among the first 25 applicants

Apply on company website 🖉

Department: Neag Comp Cancer Center Search Code: 2020-173

Excellence, Teamwork, Leadership and Innovation are the values that define UConn Health. We are looking for team members that share these same values. Our top rated organization is looking to add a Business System Analyst to our growing team. If you have a background in this field and are a motivated selfstarter possessing critical/analytical thinking skills with ability to get results working in a time sensitive, deadline driven environment, we want to hear from you.

At UConn Health, this position will identify and implement recommendations for process improvement and increased revenue capture in Oncology. This role allows for proactive validation of appropriate revenue and will allow both the Finance and Billing staff to identify variances in payment driven by payer contractual noncompliance, performance improvement opportunities and contracting enhancements. This position will work in the Neag Comprehensive Cancer Center located in Farmington, CT.

COMPREHENSIVE BENEFITS OFFERED:

Industry-leading health insurance options and affordability, some offer no annual deductible and minimal co-pays Generous vacation and sick-time plans Multi-channel retirement options (pension and match options) Tuition waiver and reimbursement for employees and qualified family members Quick commute access from I-84, Route 9 and surrounding areas State of the art facility and campus environments Progressive leadership and educational development programs available

SUPERVISION RECEIVED: Receives general direction from an employee of higher grade

SUPERVISION EXERCISED: Supervises assigned staff and participates as a team project leader when necessary

KNOWLEDGE, SKILL AND ABILITY:

Considerable knowledge of principles and techniques of systems analysis, design and development

Considerable knowledge of the principles of information technology solutions Strong knowledge of relational database technology, computer operating systems as it relates to clinical business applications

Knowledge of operation of computer terminals

Strong knowledge of principles and theories of business and planning functions Considerable knowledge of the principles and techniques of business information systems re-engineering

Considerable knowledge of project management principles and techniques Ability to communicate effectively, orally and in writing

Strong interpersonal skills

Understanding and ability to apply rules, regulations, codes and laws pertaining to clinical business

Ability to analyze and evaluate hardware, software and data processing systems, analyze and interpret technical data, prepare and conduct training

People also viewed

Business Analyst New **Oakridge Staffing** 06854, Norwalk, Connecticut, United States 4 hours ago

Business Analyst Cognizant Hartford, CT, US

4 days ago

Data Analyst University of Connecticut Storrs Center, Connecticut, United States 5 days ago

Business Analyst/Project Manager Chateaux Stamford, Connecticut, United States 4 days ago

Business Analyst

LAZ Parking Hartford, Connecticut 4 weeks ago · Easy Apply

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External Communications and Recruitment Strategies Exhibit 4

L

classes, identify, resolve and recommend solutions related to system performance and user problems Establish and maintain effective working relationships and teamwork Some supervisory ability

MINIMUM QUALIFICATIONS - GENERAL EXPERIENCE:

Nine (9) years' relevant experience with fiscal responsibilities in a healthcare setting performing duties related to charge review, payer contracts or revenue forecasting.

Experience may include business administration, medical administration, clinical information systems planning, project management, installation and support.

GENERAL EXPERIENCE SUBSTITUTION:

Bachelor's degree in Healthcare Administration or closely related field to clinical fiscal responsibilities for four (4) years of the general experience.

SPECIAL QUALIFICATIONS:

Proficiency evaluating health care financial and billing data Ability to resolve discrepancies and recommend solutions related to coding, billing and reimbursements

Proficiency in using Microsoft Office Suite including but not limited to Access is required

PREFERRED SYSTEMS EXPERIENCE: EMR systems; EPIC or equivalent, CTMS systems, accounting software systems, IDX

EXAMPLES OF DUTIES:

Coordinate and complete payment variance review to identify and collect payer underpayments

Validate revenue system in relation to oncology services

Conduct clinical audits as part of payer audit criteria in contracts and EMR system

Oncology payment appeal review for underpayments

Summarize payer medical policies and impacts

Monitor payer websites for changes creating financial impact to oncology services

Calculation of impact of chemotherapy drugs shifted to specialty pharmacies, impact of chemo administration given to non-cancer patients in the cancer center setting, financial impact of introduction and utilization of new drugs Responsibility for understanding payer fee schedules for services covered through the prior authorization process

Responsible for writing processes and billing rules for providers based on changes with oncology drugs, service coverage and prior authorization Stakeholder in the review of the new Finance system to ensure it meets the needs of the Cancer Center and captures all services in a way that can be presented to providers in monthly reviews

Work closely with the EPIC teams to integrate provider billing errors in conjunction with EPIC build and provider specific smart set builds

Work closely with the Reimbursement Analyst from Finance assigned to the Cancer Center on Cancer Infusion review

Duties may cross between JDH (John Dempsey Hospital) and UMG (University Medical Group) but will be primarily JDH.

Collaboration and meetings with JDH leadership for AR management as it impacts payment variances for the Cancer Center

Other related duties as assigned

SCHEDULE: Full time, 40 hours per week, primarily Monday - Friday, 8:00 a.m. to 4:30 p.m., 30 minute unpaid meal break.

TO APPLY: https://jobs.uchc.edu, Search: 2020-173

Why UConn Health

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External Communications and Recruitment Strategies Exhibit 4

and quality clinical care, we have expanded our medical missions over the decades. In just over 50 years, UConn Health has evolved to encompass more research endeavors, to provide more ways to access our superior care, and to innovate both practical medicine and our methods of educating the practitioners of tomorrow.

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Seniority level Mid-Senior level Employment type Full-time

Job function Education Industries Higher Education

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 External Communications and Recruitment Strategies Exhibit 4

1

Page 14 of 35



Job Board Home Search Jobs Operating Room Nurse Manager Print Job

⊖ <u>Print</u>

Uconn Health Operating Room Nurse Manager

Description

Excellence, Teamwork, Leadership and Innovation. These are the values that define UConn Health, and we are looking for team members that share these same values. Our top rated organization is looking to hire an experienced Operating Room Nurse Manager. If you have a background in this field, as well as a passion for patient experience, we want to hear from you.

COMPREHENSIVE BENEFITS OFFERED:

- Industry-leadinghealth insurance options and affordability
- Generous vacation and sick-time plans
- Multi-channel retirement options (pension and match options)
- Retirement healthcare
- Tuition waiver and reimbursement for employees and qualified family members
- Quick commute access from I-84, Rte 9 and surrounding areas
- State of the art facility and campus environments
- Onsite fitness center and award winning day care program.

View our video on YouTube to get an in-depth look at our UConn Health Operating

Rooms: https://www.youtube.com/watch?v=BbdYfdxJFqU

This position is the Nurse Manager for the Operating Room and is responsible for the management of the daily activities, both administrative and clinical, within the OR, collaborating with physicians and multidisciplinary professional staff; providing support for patients, friends and families consistent with the hospital's mission.

REPORTING RELATIONSHIP:

Works under the general direction of the Nursing Director for Perioprative Services.

SUPERVISION EXERCISED.

Directs and manages the staff of the assigned unit.

PRINCIPAL DUTIES AND ACCOUNTABILITIES:

Manages and coordinates the operational activities of the assigned hospital unit(s).

Administers personnel actions - recruits skilled staff; ensures adequate levels of people resources are available to meet business needs and financial parameters; coaches, counsels and disciplines employees; plans, monitors and appraises job results; develops staff by providing information, educational opportunities and experiential growth opportunities.

Develops and interprets hospital and nursing division's philosophies and standards of care; enforcing adherence to regulatory requirements; measures health outcomes against standards; makes and/or recommends adjustments. Maintains the stability and reputation of the unit by ensuring compliance with accreditation requirements.

Establishes and maintains communication between ancillary departments, physicians, nursing personnel and other healthcare professionals.

Develops and directs the implementation of policies and procedures within assigned units; and recommends and/or participates in the development of policies and procedures as applicable. Interprets polices and objectives of nursing services to staff and health center community.

Determines fiscal requirements and prepares budgetary recommendations; monitors costs and expenditures of unit activities and authorizes expenditures as appropriate. Manages unit costs in a fiscal responsible manner. Assists in the selection, provision and control of material resources required for the performance of the unit such as, equipment, supplies, space and facilities; establishes standards to ensure cost containment and to optimize working environment.

Develops, implements and evaluates performance improvement plans in response to opportunities in patient care area, and assures patient safety outcomes.

Establishes a compassionate environment by providing emotional, psychological and spiritual support to patients, friends and families.

Determines freel requirements and presses buildedary recommondations: meditors crists

Job Information Location:

Farmington, Connecticut, United States

Job ID: 50921414

Posted: September 28, 2019

Position Title: Operating Room Nurse Manager

Company Name: Uconn Health

Job Function-Perioperative: RN First Assistant

Entry Level: No

Job Type: Full-Time Maintains professional and technical knowledge by attending educational workshops, reviewing professional publications and participating in professional societies.

Performs other related duties incidental to the job or as assigned.

KNOWLEDGE & SKILLS

Considerable knowledge of principles and practices of nursing and healthcare administration; demonstrated ability to make sound clinical assessments and institute safe and efficacious care within the structure of a collaborative health team; considerable knowledge of requirements by federal, state or regulatory bodies; considerable knowledge of effective workforce utilization; excellent interpersonal skill; effective oral and written communication skills; knowledge of general financial management; supervisory ability; considerable knowledge of relevant policies and procedures,

EXPERIENCE AND TRAINING

General Experience: Bachelor's degree in nursing with eight (8) years of Operating Room experience. At least two (2) of the years must have been in a managerial capacity.

Preferred Requirement:

CNOR certification.

SPECIAL REQUIREMENT: Must possess and maintain a current State of Connecticut Registered Nurse license.

TO APPLY: https://jobs.uchc.edu, Search: 2020-212

Why UConn Health

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States

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UCONN a ... Therapeutic Recreation Specialist UConn Health • ♥ Farmington, Connecticut, United States Save Apply Posted 3 days ago + () Be among the first 25 applicants Nelliges Department: Psychiatry How you match 0 Search Code: 2019-747 Criteria provided by job poster Skills Excellence, Teamwork, Leadership and Innovation. These are the values that define UConn Health, and we are looking for team members that Research share these same values. Our top rated organization is looking to add a Ocde of Ethics Therapeutic Recreation Specialist to our growing team. If you have a Ø Written Communication background in this field, as well as a passion for customer and patient Psychiatry experience, we want to hear from you. O Therapeutic Recreation At UConn Health, this class is accountable for the assessment, planning, Behavioral Health and application of a recreational therapy program for the physically, ⑦ Teamwork mentally and/or developmentally disabled client. This position will work in Leadership Psychiatry/Behavioral Health Services at UConn Health located in Patient Care Farmington, CT. Recreation **COMPREHENSIVE BENEFITS OFFERED:** Level of education Industry-leading health insurance options and affordability Bachelor's Degree Generous vacation and sick-time plans Multi-channel retirement options (pension and match options) Tultion waiver and reimbursement for employees and qualified family **Job Details** members Quick commute access from I-84, Route 9 and surrounding areas Seniority Level State of the art facility and campus environments Mid-Senior level Progressive leadership and educational development programs available Industry SCHEDULE: Full time, 40 hours per week, Monday - Friday, 8:00 a.m. to Hospital & Health Care 4:30 p.m., holidays as needed, 30 minute unpaid meal break. **Employment Type** Full-time SUPERVISION RECEIVED: Works under the limited supervision of a higher grade employee. **Job Functions** Other, Education SUPERVISION EXERCISED: May lead/supervise lower level employees as assigned. MINIMUM QUALIFICATIONS REQUIRED KNOWLEDGE, SKILL AND ABILITY: Knowledge of the principles and practices of therapeutic recreational therapy Knowledge of physical, mental, and psychosocial disorders Knowledge of individual and group dynamics Skill in evaluating client needs Ability to gain the confidence, interest and cooperation of physically, mentally and/or developmentally disabled clients Considerable interpersonal, oral and written communication skills Ability to plan and implement a comprehensive therapeutic recreation program EXPERIENCE AND TRAINING: General Experience: Bachelor's degree in Therapeutic Recreation and two (2) years' experience as a therapist. SPECIAL REQUIREMENTS: Current CPR and CPI credentials (Credentials must be uploaded at time of

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PREFERRED REQUIREMENTS:

Experience working with substance abuse patient population

WORKING CONDITIONS:

Incumbents in this class may be exposed to some risk of injury or physical harm, and to moderately disagreeable conditions while providing therapeutic activities to clients.

EXAMPLES OF DUTIES:

Assesses, plans, and implements recreational/diversional therapy programs Provides in-service training to staff Coordinates programs with other disciplines Participates in interdisciplinary team and family conferences Maintains patient care/administrative records Develops and implements clinical learning experiences Supervises students Participates in quality improvement activities Serves on committees as required Assists in developing departmental protocols Performs related duties as required

MINIMUM full time equivalent salary: \$65,811

TO APPLY: https://jobs.uchc.edu/

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For Recreation Specialist in Hartford, Connecticut Area at UConn Health

Base salary \$44,900/yr Range \$32K - \$64K Total compensation \$44,900/yr Range: \$32K - \$64K

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At 8:00 AM 🔻

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UCONN

Therapeutic Recreation Specialist

UConn Health - ♥ Farmington, Connecticut, United States Posted 3 days ago + () Be among the first 25 applicants

Department: Psychiatry Search Code: 2019-747

Excellence, Teamwork, Leadership and Innovation. These are the values that define UConn Health, and we are looking for team members that share these same values. Our top rated organization is looking to add a Therapeutic Recreation Specialist to our growing team. If you have a background in this field, as well as a passion for customer and patient experience, we want to hear from you.

At UConn Health, this class is accountable for the assessment, planning, and application of a recreational therapy program for the physically, mentally and/or developmentally disabled client. This position will work in Psychiatry/Behavioral Health Services at UConn Health located in Farmington, CT.

COMPREHENSIVE BENEFITS OFFERED:

Industry-leading health insurance options and affordability Generous vacation and sick-time plans

Multi-channel retirement options (pension and match options) Tultion waiver and reimbursement for employees and qualified family members

Quick commute access from I-84, Route 9 and surrounding areas State of the art facility and campus environments Progressive leadership and educational development programs available

SCHEDULE: Full time, 40 hours per week, Monday - Friday, 8:00 a.m. to 4:30 p.m.; holidays as needed, 30 minute unpaid meal break.

SUPERVISION RECEIVED:

Works under the limited supervision of a higher grade employee.

SUPERVISION EXERCISED: May lead/supervise lower level employees as assigned.

MINIMUM QUALIFICATIONS REQUIRED

KNOWLEDGE, SKILL AND ABILITY: Knowledge of the principles and practices of therapeutic recreational therapy Knowledge of physical, mental, and psychosocial disorders Knowledge of individual and group dynamics Skill in evaluating client needs Ability to gain the confidence, interest and cooperation of physically, mentally and/or developmentally disabled clients Considerable interpersonal, oral and written communication skills Ability to plan and implement a comprehensive therapeutic recreation program

EXPERIENCE AND TRAINING:

General Experience: Bachelor's degree in Therapeutic Recreation and two (2) years' experience as a therapist.

SPECIAL REQUIREMENTS: Current CPR and CPI credentials (Credentials must be uploaded at time of

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Behavioral Health

Skills

Research

Psychiatry

⑦ Teamwork

Leadership

Patient Care

Level of education

Bachelor's Degree

Recreation

Job Details

Industry

Seniority Level

Mid-Senior level

Hospital & Health Care

Employment Type Full-time

Job Functions

Other, Education

Criteria provided by job poster

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Team Member Tractor Supply Company Colchester, Connecticut, United States

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3 weeks ago

PREFERRED REQUIREMENTS:

Experience working with substance abuse patient population

WORKING CONDITIONS:

Incumbents in this class may be exposed to some risk of injury or physical harm, and to moderately disagreeable conditions while providing therapeutic activities to clients.

EXAMPLES OF DUTIES:

Assesses, plans, and implements recreational/diversional therapy programs Provides in-service training to staff Coordinates programs with other disciplines Participates in interdisciplinary team and family conferences Maintains patient care/administrative records Develops and implements clinical learning experiences Supervises students Participates in quality improvement activities Serves on committees as required Assists in developing departmental protocols Performs related duties as required

MINIMUM full time equivalent salary: \$65,811

TO APPLY: https://jobs.uchc.edu/

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in Estimated salary

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At 8:00 AM 🔻

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Career Center Home Search Jobs Physical Therapist 2 - Spine Print Job

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Uconn Health

Physical Therapist 2 - Spine

Description

Physical Therapist 2 - Spine

Department: Rehab Services - Outpatient

Search Code: 2019-734

UConn Health is looking for a highly skilled Physical Therapist with experience in Spine Therapy and a passion for patient experience. At UConn Health, this class is accountable for independently performing the full range of tasks in the implementation and development of Physical Therapy programs and will work in Rehab Services located in Farmington, CT.

COMPREHENSIVE BENEFITS OFFERED:

Industry-leading health insurance options and affordability

Generous vacation and sick-time plans

Multi-channel retirement options (pension and match options)

Tuition waiver and reimbursement for employees and qualified family members

Quick commute access from I-84, Route 9 and surrounding areas

Job Information Location: Farmington, Connecticut, United States

Job ID: 47521424

Posted: March 28, 2019

Position Title: Physical Therapist 2 - Spine

Company Name: Uconn Health

Job Function: Physical Therapist

Entry Level: No State of the art facility and campus environments

Progressive leadership and educational development programs available

SCHEDULE: Full time, primarily Monday - Friday, 7:30 a.m. to 4:00 p.m., 8:00 a.m. to 4:30 p.m. and 10:30 a.m. to 7:00 p.m., weekends & holidays may be required, 30 minute unpaid meal break.

EXAMPLES OF DUTIES:

Develops and implements physical therapy treatment programs for physically disabled adults, pediatrics, psychiatry and substance abuse patients in both inpatient and outpatient settings

Serves as consultant or clinical advisor to other staff

Recommends program changes to caregiver's as appropriate

Participates in department management

Maintains records and schedules

Participates in assigned clinics, rounds and patient conferences

Develops and implements clinical learning experiences for residents and students

Attend and participate in departmental and in service meetings

Maintains patient confidentiality

Supports quality assurance activities

Performs other duties as required.

MINIMUM QUALIFICATIONS, KNOWLEDGE, SKILLS, ABILITIES:

Knowledge of the principles and practices of physical therapy

Knowledge of anatomy, physiology, kinesiology, neurology, neuroanatomy, general and abnormal psychology, group dynamics, human development, pharmacology

Considerable knowledge of relevant agency policies and procedures

Considerable knowledge of community resources

Considerable interpersonal skills, oral and written communication skills

Ability to instruct others in principles and practices of physical therapy

Ability to gain confidence, interest, and cooperation of physically, mentally and/or developmentally disabled clients

Considerable ability to plan and implement a comprehensive physical therapy program.

EXPERIENCE AND TRAINING:

General Experience:

Bachelor Degree in Physical Therapy

Two (2) years' experience as a Physical Therapist

SPECIAL REQUIREMENTS:

Employees in this class will be required to possess and maintain current licensure in the State of Connecticut. Employees in this class may be required to travel within the State of CT in the course of their daily work.

PREFERRED QUALIFICATIONS:

Advance Master' Degree or a Doctorate of Physical Therapy with 5 years' experience focusing on ortho and ortho spine clients

Experienced in the development of Clinical Practice Guidelines and Clinical Research

Orthopedic Clinical Specialist (OCS) and/or Fellow American Academy of Orthopedic Manual Therapist (FAAOMPT)

WORKING CONDITIONS:

Incumbents in this class may be exposed to some risk of injury or physical harm, and to moderately disagreeable conditions while providing treatment to patients

WORKING CONDITIONS:

Incumbents in this class may be exposed to some risk of injury or physical harm, and to moderately disagreeable conditions while providing treatment to patients

SUPERVISON RECEIVED: Works under the general supervision of a staff member of higher rank

SUPERVISON EXERCISED: May lead/supervise staff of lower rank or other staff as assigned.

MINIMUM full time equivalent salary: TBD

TO APPLY: https://jobs.uchc.edu/

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Select Physical Therapy Enfield, CT, United States

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11......

Physical Therapist 2 - Spine

Description

Physical Therapist 2 - Spine

Department: Rehab Services - Outpatient

Search Code: 2019-734

UConn Health is looking for a highly skilled Physical Therapist with experience in Spine Therapy and a passion for patient experience. At UConn Health, this class is accountable for Independently performing the full range of tasks in the implementation and development of Physical Therapy programs and will work in Rehab Services located in Farmington, CT.

COMPREHENSIVE BENEFITS OFFERED:

Industry-leading health Insurance options and affordability

Generous vacation and sick-time plans

Multi-channel retirement options (pension and match options)

Tuition waiver and reimbursement for employees and qualified family members

Quick commute access from I-84, Route 9 and surrounding areas

State of the art facility and campus environments

Progressive leadership and educational development programs available

SCHEDULE: Full time, primarily Monday - Friday, 7:30 a.m. to 4:00 p.m., 8:00 a.m. to 4:30 p.m. and 10:30 a.m. to 7:00 p.m., weekends & holidays may be required, 30 minute unpaid meal break.

EXAMPLES OF DUTIES:

Develops and implements physical therapy treatment programs for physically disabled adults, pediatrics, psychiatry and substance abuse patients in both inpatient and outpatient settings

Serves as consultant or clinical advisor to other staff

Recommends program changes to caregiver's as appropriate

Participates in department management

Maintains records and schedules

Participates in assigned clinics, rounds and patient conferences

Develops and implements clinical learning experiences for residents and students

Attend and participate in departmental and in service meetings

Maintains patient confidentiality

Supports quality assurance activities

G Select Language 🔻

Job Information Location: Farmington, Connecticut, United States

Job ID: 47521415

Posted: March 28, 2019

Position Title: Physical Therapist 2 - Spine

Company Name: Uconn Health

Job Function: Physical Therapist

Entry Level: No Performs other duties as required.

MINIMUM QUALIFICATIONS, KNOWLEDGE, SKILLS, ABILITIES:

Knowledge of the principles and practices of physical therapy

Knowledge of anatomy, physiology, klnesiology, neurology, neuroanatomy, general and abnormal psychology, group dynamics, human development, pharmacology

Considerable knowledge of relevant agency policies and procedures

Considerable knowledge of community resources

Considerable interpersonal skills, oral and written communication skills

Ability to instruct others in principles and practices of physical therapy

Ability to gain confidence, interest, and cooperation of physically, mentally and/or developmentally disabled clients

Considerable ability to plan and implement a comprehensive physical therapy program.

EXPERIENCE AND TRAINING:

General Experience:

Bachelor Degree in Physical Therapy

Two (2) years' experience as a Physical TherapIst

SPECIAL REQUIREMENTS:

Employees in this class will be required to possess and maintain current licensure in the State of Connecticut. Employees in this class may be required to travel within the State of CT in the course of their daily work.

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Orthopedic Clinical Specialist (OCS) and/or Fellow American Academy of Orthopedic Manual Therapist (FAAOMPT)

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SUPERVISON RECEIVED: Works under the general supervision of a staff member of higher rank

SUPERVISON EXERCISED: May lead/supervise staff of lower rank or other staff as assigned.

MINIMUM full time equivalent salary: TBD

TO APPLY: https://jobs.uchc.edu/

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Pharmacists Optimizing Cancer Care

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Uconn health

Pharmacy Clinical Coordinator, Oncology

Description

Excellence, Teamwork, Leadership and Innovation. These are the values that define UConn Health, and we are looking for team members that share these same values. Our top rated organization is looking to add a **Pharmacy Clinical Coordinator** to our dynamic team.

COMPREHENSIVE BENEFITS OFFERED:

- Industry-leading health insurance options and affordability
- Generous vacation and sick-time plans
- Multi-channel retirement options (pension and match options)
- Tuition waiver and reimbursement for employees and qualified family members
- Quick commute access from I-84, Rte 9 and surrounding areas
- State of the art facility and campus environments
- Progressive leadership and educational development programs available

Schedule: Monday - Friday. Must be available for 7:30a-4p or 8:30a-5p, both shifts include a 30 minute unpaid break. Some minor and major

Job Information

Location:

Farmington, Connecticut, United States

Job ID: 47674936

Posted:

April 2, 2019

Position Title:

Pharmacy Clinical Coordinator, Oncology

Company Name: Uconn Health

Specialty: Oncology

Entry Level: No

holidays as assigned (plan included compensatory time for holidays)

At the UConn Health, this position is accountable for coordination of training and teaching activities, the supervision of the non-dispensing aspects of the Pharmacy Service, as well as, providing pharmacy services to patients.

Duties & Responsibilities:

- Performs and serves as an expert resource for chemotherapy dosing and regimens
- Participates directly in patient care
- Provides consultations concerning drug therapy
- Develops oncology guidelines and order sets
- Reviews literature and prepares monographs on oncology drugs proposed for formulary additions
- Performs medication use evaluations
- Coordinates pharmacy department seminars/continuing education courses
- Contributes to the pharmacy newsletter
- Acts as preceptor for hospital pharmacy residents
- Represents the department on applicable committees and teams relative to their specialty
- Performs related duties as required

Knowledge, Skills & Ability:

- Considerable knowledge of the principles and practices of oncology pharmacotherapy, pharmacokinetics, pathophysiology and medical diagnosis
- Considerable knowledge of the operation of a hospital pharmacy or outpatient facility
- Considerable knowledge of relevant Federal and State Laws
- Considerable interpersonal skills
- Considerable oral and written communication skills
- Demonstrates knowledge of and experience in research design, protocol development, and outcomes and/or health services research.
- Teaching ability

- Ability to proficiently utilize technical automated equipment and information systems
- Ability to design and implement systems necessary to collect, maintain and analyze data.
- Ability to supervise and train assigned staff.
- Ability to perform mathematical calculations
- Ability to resolve conflict and mediate

General Experience & Training:

- PharmD, Master's or Bachelor's degree in Pharmacy from an accredited Pharmacy program
- Five (5) years of clinical hospital experience. One (1) year of American Society of Health-System Pharmacists (ASHP) accredited residency will be considered equivalent to two (2) years of clinical hospital experience.
- PGY-2 specialty residency preferred (candidates with equivalent experience are encouraged to apply)
- Incumbents in this class must possess a license as a Registered Pharmacist in the State of Connecticut
- Requires independent decision-making, clinical judgment, and indepth knowledge of oncology and therapeutics.

Preferred Experience:

• Board certification in Oncology

Working Conditions:

- May be exposed to hazardous materials, infectious/communicable diseases, and some disagreeable conditions
- Frequent standing & walking, and lifting of 5-10 lbs.
- Requires manual dexterity using fine hand manipulation to operate prescription medications and computer keyboard.
- Requires ability to see medications, computer screen and reports.
- Requires handling and admixing of hazardous medications utilizing proper protective equipment, policies and procedures.

To apply: https://jobs.uchc.edu/. Job Number: 2018-1264

Why UConn Health

UConn Health is a vibrant, integrated academic medical center that is entering an era of unprecedented growth in all three areas of its mission: academics, research, and clinical care. A commitment to human health and well-being has been of utmost importance to UConn Health since the founding of the University of Connecticut schools of Medicine and Dental Medicine in 1961. Based on a strong foundation of groundbreaking research, first-rate education, and quality clinical care, we have expanded our medical missions over the decades. In just over 50 years, UConn Health has evolved to encompass more research endeavors, to provide more ways to access our superior care, and to innovate both practical medicine and our methods of educating the practitioners of tomorrow.

UConn Health is an affirmative action employer, in addition to an EEO and M/F/V/PWD/PV employer.

All employees are subject to adherence to the State Code of Ethics which may be found at <u>www.ethics.state.ct.us</u>

Jobs You May Like

Oncology Pharmacy Manager

Sierra Staffing Stamford, CT, United States Research Pharmacist

Dana-Farber Cancer Institute Boston, MA, United States BMT/Oncology Pharmacist

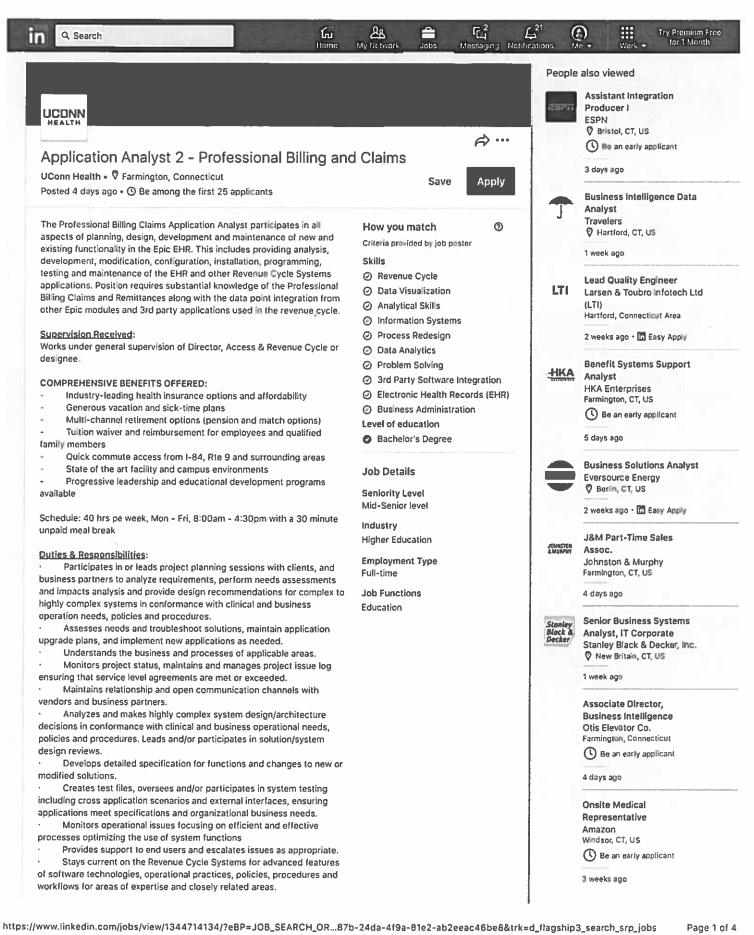
Brigham and Women's Hospital Boston, MA, United States Clinical Pharmacist -Oncology Ambulatory - Days

Vanderbilt University Medical... Nashville, TN, United States

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External Communications and Recruitment Strategies Exhibit 4 Page 33 of 35

Performs other related duties as required.

Knowledge, Skills & Ability:

Considerable knowledge of various systems, and data analysis techniques and tools.

 Considerable knowledge of applicable patient financial services standards of practice, policies and procedures as required by State, Federal and regulatory organizations.

 Considerable knowledge of the principles of systems analysis, design and decision support, system integration and development.

Excellent analytical thinking and problem solving skills and the ability to coach others and build consensus across multiple teams and resolves conflicts.

Excellent project management techniques and ability to apply appropriate tools to the process.

 Demonstrated ability to develop complex solutions and application requirements with careful attention to details.

Ability to write and maintain system documentation.

 Ability to communicate effectively [oral and written] and present to audiences of all levels, converts technical ideas and situations into clear, understandable and simple terms.

 Proficient in MS-Office including Project, Word, Excel, PowerPoint and Visio.

General Experience & Training:

 Eight [8] years progressive experience in at least two of the following, revenue cycle process redesign, systems analysis, build, design and implementation in a healthcare environment.

• Experience in participation and completion of Revenue Cycle workflows for professional billing and/or claims and remittances.

 Experience in the specification and mapping needed for the 835 and 837 processing.

Experience with 3rd party software integration and implementation.

Substitution Allowed:

 Associate Degree in Management Information Systems, Business Administration or a closely related field may be substituted for two (2) years of the general experience.

Bachelor's degree in Management Information Systems, Business Administration or a closely related field may be substituted for four (4) years of the general experience.

Special Requirement:

Incumbents in this class must have or achieve within six months the Epic certification in Professional Billing Claims and Remittance and maintain the certification while in the position.

Preferred Qualifications:

Epic experience, certifications or proficiency in the following modules

- Professional Billing
- o Professional Claims
- Experience performing Epic Data Courier functions

o Experience as an Epic Testing Lead, Security template build and Dashboard and reporting

Working Conditions:

May be required to work some flexible hours to meet project deadlines or business needs.

May be required to participate in on-call support.

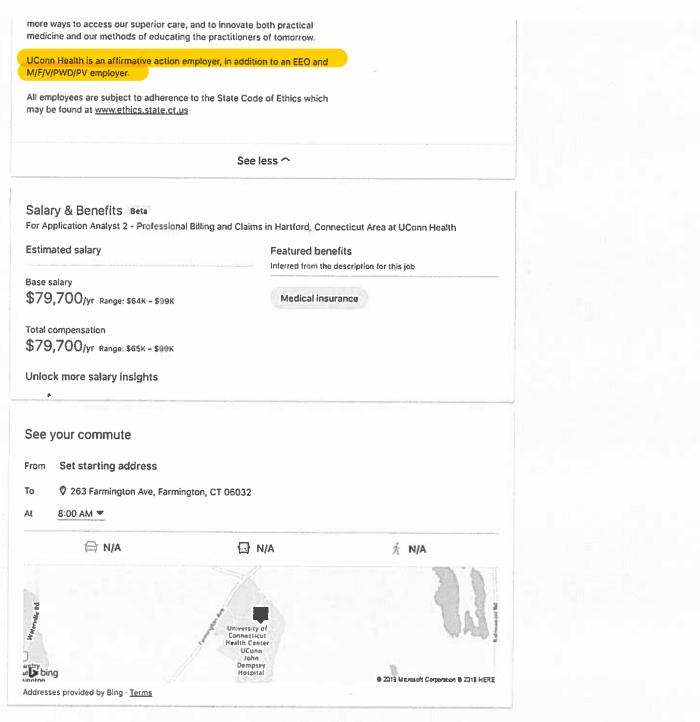
To apply: https://jobs.uchc.edu/. Search code 2019-1012

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Guidelines for Search Committees

Search committees play a vital role in recruiting, evaluating, and recommending the most qualified candidates for employment by UConn Health. Search committee members are often the first University employees that a candidate will meet. Each member has an opportunity to represent the University as a diverse and welcoming community while carrying out the search in accordance with University policies and procedures.

At any point in the process, the <u>Office of Institutional Equity</u> (OIE) is available for consultation, to answer questions and discuss specific situations, offer recommendations and search committee training. Please contact OIE staff at 860-679-3563, for assistance.

Composition of the Search Committee

The hiring manager may appoint either the search committee chair who is charged with selecting the committee members, or both the chair and the remaining members of the committee. The structure of search committees will vary among departments, offices, schools and colleges, depending upon the position to be filled. The composition of a search committee is key to a broad and inclusive search and the committee should:

- Include individuals with different backgrounds, perspectives, and expertise.
- Include individuals with knowledge of the substantive area and the technical expertise to effectively evaluate candidates' qualifications.
- Represent a diverse cross section of the University population, including members with a demonstrated commitment to diversity.
- Include appropriate stakeholders such as peers of the new hire, supervisors, and those with similar positions.

Committee Membership

A search committee member cannot serve on a search committee when he/she is also an applicant for the position. In the event that a search committee member is well acquainted with or has a conflict of interest regarding an applicant, the member must:

- Notify the search chair and the committee of the nature of the relationship; and
- Recuse him/herself from the entire committee if unable to perform an objective and equitable review of all candidates; or
- Recuse him/herself from the evaluation and interview of only the known applicant, with the agreement of the chair and committee

Any questions regarding specific conflict situations should be directed to OIE for further guidance.

Committee Responsibilities

A search committee is responsible for writing the job description and qualifications, recruiting for the position, evaluating applicants, participating in the interview process, and recommending finalists. Members should be available to participate fully and consistently in the entire process and to perform duties as assigned by the search chair.

Confidentiality

Members of a search committee need to maintain a strict level of confidentiality to protect the privacy of the candidates and to preserve the integrity of the search process. It is each committee member's responsibility not to discuss any details of the search with non-committee members. All public comments should be made exclusively by the search chair, in consultation with University Communications.

Written and electronic documentation pertaining to any given search may be subject to public record requests (Freedom of Information Act - FOIA) by candidates or other individuals. Requests may encompass committee member notes and e-mails. It is important to be mindful of the possibility of FOIA requests during the search process. The <u>Public Records website</u> offers more details about FOIA and contact information for inquiries related to FOIA by candidates or committee members.

Recruitment

Search committees are responsible for fulfilling UConn Health's requirement to demonstrate "good faith efforts" to diversify the applicant pool by proactively and aggressively recruiting for all open positions. A recruitment plan should include strategies for attracting a diverse and qualified pool of applicants. All search committee members should be actively engaged in executing the recruitment plan, including utilizing professional contacts, engaging in formal and informal networking, utilizing non-traditional advertising such as listservs and on-line publications, discussing the position among members of relevant membership in professional organizations, and attending conferences.

Search committee members also should be aware of <u>recruitment goals</u> for the position in order to determine recruitment strategies and sources to attract applicants from these underrepresented race and gender groups. Please bear in mind that the goals are for *recruitment* of a diverse applicant pool but play no role in candidate *selection*.

All recruitment efforts need to be documented and provided to the search administrator.

Applicant Evaluation

Committee members may only use the published minimum and preferred qualifications for the position in evaluating application materials. Members should discuss and agree on the criteria

to be used in evaluating each qualification prior to reviewing application materials. All applicants must be objectively screened against the same criteria.

While there is no standard screening method, a search <u>matrix</u> can be a useful tool in objectively assessing applicants' qualifications. Matrices can be as simple or complex as the committee members deem necessary to effectively evaluate the applicants.

There is no rule regarding the number of candidates a search committee must interview. Only candidates meeting or exceeding minimum qualifications should be ranked "Interview". Interview candidates must be selected without regard to race or gender – again recruitment goals are in reference to the diversity of the candidate pool but play no role in candidate *selection*.

Unconscious Bias and Assumptions in Candidate Evaluation¹

The evaluation of applicants should be objective and equitable, based solely on the qualifications in the job description/advertisement and the quality of the application materials. Research in this area has demonstrated that every person brings a lifetime of experience and cultural history that shapes their perspectives as related to candidate selection.

Good practices to counterbalance the effects of inherent bias include:

- Learning about research on biases and assumptions and striving to minimize their influence on the evaluation of candidates.
- Developing criteria for evaluating candidates and applying them consistently to all applicants
- Spending sufficient time evaluating each applicant
- Evaluating each candidate's entire application and not depending too heavily on only one element, such as the prestige of the degree-granting institution or postdoctoral program or the letters of recommendation.
- Explaining the decision for rejecting or retaining a candidate based on evidence in the candidate's file as related to the qualifications
- Periodically evaluating the committee's decisions to consider whether qualified women and underrepresented groups are included and whether evaluation biases and assumptions are influencing decisions.

For additional information, please refer to the links below. https://wiseli.wisc.edu/research/reports-publications/

¹ Based on Searching for Excellence & Diversity: A Guide for Search Committee Chairs, a guide developed by the *Women in Science & Engineering Leadership Institute (WISELI)* at the University of Wisconsin Madison.

Interviews

Before inviting candidates for interview, all appropriate documentation regarding initial candidate rankings must be completed. The committee may go through as many rounds of interviews as necessary to identify the selected candidate. It is important, however, to be consistent during the interview rounds. For example, if your first round of interviews is conducted via telephone or Skype, conduct all interviews via telephone or Skype regardless of the geography of any given candidate, (yes, even if one of your candidates is in state or on campus). After the first round, if you move to on-campus interviews, interview every candidate on campus.

All members of the committee should participate in all interviews to ensure fair and consistent evaluation of each applicant. Prior to conducting any interview, all search committee members should discuss the objective(s) of the interview, the main topics or areas to be covered during the interview, and the itinerary and arrangements for each candidate. Interview questions must be related to the job and essential to determining the candidate's qualifications for the position.

Committees should develop a core set of questions for all applicants that will elicit sufficient information to make an evaluation of the candidates' qualifications and allow an equitable comparison of the candidates. To ensure equity, the interview experience should be consistent, providing the same opportunities to each candidate.

In addition, committee members should review the <u>Guidelines for Interview Questions</u> to be aware of questions that are unlawful and should not be asked during the interview. Everyone participating in the interview process should be made aware of inappropriate topics and questions. Also, please bear in mind that the same questions that are inappropriate or unlawful during a formal interview are also inappropriate and unlawful in a social or less formal interview session with an applicant.

Recommendation of Final Candidates

Once the interviewing stage has been completed, the committee should identify the candidate(s) to be recommended to the hiring manager for hire. Depending on the charge given to the committee, the recommendation may be a ranked or unranked list with an explanation of the candidates' strengths and weaknesses as related to the qualifications of the position.

Candidates that are unsuccessful should be notified of their non-selection as soon as a firm decision has been made about their status, even if the search process is still underway. Finalists not chosen should be notified as soon as possible after an offer has been officially accepted by a higher-ranked finalist. Please click for <u>sample decline letters</u>.

The Office of Institutional Equity, in conjunction with the Office of Diversity and Inclusion, has recently updated search committee training. Training workshops now include AA/EEO compliance information, search process steps, and overcoming implicit bias in the search and hire process. Please see OIE's website for registration instructions.

Sample Evaluation Matrix

	Minimum	Minimum	Minimum	Minimum	Minimum	Minimum	Preferred	Preferred	Preferred		Preferred		Ran
		Research	Demonstrated	Potential for	Excellent	Excellent	Demonstrated	Demonstrated	Demonstrated	Record of	Demonstrated	I	
	a related area	specialization	excellence in	excellence in	written and oral	interpersonal	abiltiy to teach	abiltiy to teach	record of	research	ability to		
	by the time of	in the areas of	teaching	research and	communication	skills and	graduate	undergraduate	published	complementing	contribute		
	appointment.	X, Y, or Z	3	obtaining	skills	demonstrated	courses and	courses and	productivity in	and enhancing	through		
	Equivalent	., .,		research		collegiality and	advise	advise	the field of X,	exisitng	research,		
	foreign			funding		interdisciplinary	graduate	undergraduate		departmental	teaching		
	degrees			landing		collaboration	students.	students	1, 01 2.	strengths in X,	and/or public		
						collaboration	sidueniis.	Sludenis		Y, or Z	engagement to		
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Applicant													
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2	✓	✓ ✓	✓ ✓	✓	✓		✓ ✓	✓ ✓	✓ ✓	 ✓ 	✓ ✓		U
3	✓ ✓	↓	• •	· ·	▼ ✓		· ·	•	•	•	•		A Q
+ F	· ·	•	•	•	•		•						U
<u>5</u> 6	· ·												U
7	✓	✓	✓	✓	1		✓	✓		1		1	Q
8	✓	✓	✓	✓	✓		✓	✓	✓	✓			A
9	√	✓	✓	✓	✓		✓	✓	✓				Α
10	✓		✓					✓					U
	Minimum	Minimum	Minimum	Minimum	Minimum	Minimum	Preferred	Preferred	Preferred	Preferred	Preferred	Total	Ran
	Ph.D in GHI or	Research	Demonstrated	Potential for	Excellent	Excellent	Demonstrated	Demonstrated	Demonstrated	Record of	Demonstrated		
	a related area	specialization	excellence in	excellence in	written and oral	interpersonal	abiltiy to teach	abiltiy to teach	record of	research	ability to		
	by the time of	in the areas of	teaching	research and	communication	skills and	graduate	undergraduate	published	complementing	contribute		
	appointment.	X, Y, or Z	-	obtaining	skills	demonstrated	courses and	courses and	productivity in	and enhancing	through		
	Equivalent	(weighted		research		collegiality and	advise	advise	the field of X,	exisitng	research,		
	foreign	factor x3)		funding		interdisciplinary	graduate	undergraduate	Y. or Z.	departmental	teaching		
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										factor x2)	and excellence		
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A											experience		
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3	9	24	7	7	8		8	8	9	18	7	105	A
4	9	21	8	8	9		7	7	7	16	8	100	Α
5	10	15	6	9	7		6	6	8	10	3	80	Q
6	10	3	8	2	8		8	8	2	2	6	57	U
7	7	30	4	9	7		2	4	9	20	8	100	Α
8	2	3	2	4	6		2	2	3	4	2	30	U
	5	15	5	5	5		5	5	5	10	5	65	Q
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Guidelines for Interview Questions

Area of Inquiry	Allowed	Not Permitted			
Address/Duration at	 Place and length of current and previous 	 Names and relationships of persons with 			
Address	address	whom the applicant resides			
		 Inquiries about foreign addresses 			
		Home ownership			
Affiliations	 Professional or trade groups/associations 	 Social, ethnic, religious organization/group 			
	membership	membership			
	• Positions held in professional organizations				
<u>Age</u>	• Proof of age (after hire only)	• Age or age group			
		Birth certificate (prior to hire)			
		Birthdate			
		 Graduation dates 			
<u>Citizenship</u>	 Eligibility to work in the U.S. 	 Citizenship, U.S or other country 			
	• If asked, must be asked of all applicants	 If native born or naturalized 			
		 If parent or spouse is native born or 			
		naturalized			
		 Date of citizenship 			
		 Proof of citizenship prior to hire 			
Credit Rating	 No questions can be asked 	 Credit ratings or scores 			
		 Financial/economic status and history 			
Criminal Record	Convictions or imprisonment for crimes	Arrests (without convictions)			
	that are related to job duties				
<u>Disability</u>	 Whether a candidate could perform 	 Medical conditions including mental 			
	essential job functions	health, current and previous			
		 Prescription drugs 			
		 History of rehab or addiction 			
		 Worker's compensation claims 			
		 Weight and height 			
		 Need for an accommodation prior to 			
		making a job offer			
<u>Gender</u>	 No questions can be asked 	 Gender/gender identity of applicant 			
		 Physical requirements for position 			
Marital and Family		Marital status, maiden name, and name of			
<u>Status</u>	Availability for anticipated work schedules	spouse/partner			
	Offer information on University/community	 Number and age of children or childcare 			
	resources	arrangements			
	 If asked, must be asked of all applicants 	 Pregnancy and future plans to have 			
		children			
		Living arrangements			
Military Service	 Service in the U.S. military 	Military records			
	 Branch of service and rank 	 Military service in other countries 			
		• Type of discharge			

Guidelines for Interview Questions

Area of Inquiry	Allowed	Not Permitted
National Origin	•Languages candidate reads or writes	 Place of birth or citizenship
		Parental heritage
		 Ethnic club/organization affiliation
		 Native language/how language was
		acquired
Race	 No questions can be asked 	• Questions related to race or color of skin,
		eyes or hair
Religion	 Anticipated work schedules of all 	 Religious denomination, affiliations, or
	employees	organizations/societies
	 If asked, must be asked of all applicants 	 Religious beliefs, practices, celebrations,
		holidays or customs
		 Church/place of worship attendance
		 Requirements for working on religious
		holidays
Sexual Orientation	 No questions can be asked 	 Spouse/partner, heterosexual or
		homosexual
		• Gender identity

<u>Title VII of the Civil Rights Act of 1964</u>, <u>Connecticut law</u> (including the Connecticut Fair Employment Practices Act), and <u>University policy</u> prohibit discrimination against employment applicants on the basis of their protected characteristics. In particular, applicants may not be excluded from employment on the basis of race, color, ethnicity, religious creed, age, sexual orientation, gender identity, marital status, mental or physical disabilities, national origin or ancestry. This guidance provides rules designed to avoid inquiries that could be construed as discriminatory.

Address/Duration at Address:

You may not ask questions about a foreign address that may reveal a candidate's <u>national</u> <u>origin</u>, as well as questions regarding home ownership or the names and relationships of persons that reside with the applicant.

You may ask the applicant about his/her current address and how long (s)he has lived there.

Affiliations:

Questions about an applicant's membership in organizations that would reveal his or her race, color, ethnicity, religious creed, age, sexual orientation, gender identity, marital status, mental or physical disabilities, national origin or ancestry cannot be asked. Such questions can be regarded as discriminatory and may violate federal and state laws and University policy.

Inquiries about membership in job related professional organizations are acceptable.

Age:

<u>The Age Discrimination in Employment Act of 1967 (ADEA)</u> protects individuals who are forty years or older from age-based discrimination. To avoid claims of age discrimination, avoid questions designed to uncover a candidate's age or that would tend to identify candidates who are 40 and older, including graduation dates.

Proof of age, such as a birth certificate, can be requested after an offer of employment to verify employment information for <u>payroll</u> purposes.

Citizenship:

Questions regarding citizenship are prohibited before making an offer of employment. Consideration of an applicant's citizenship may constitute discrimination on the basis of <u>national origin</u>.

Asking a candidate the question "Are you eligible for employment in the United States?" is allowed. If asked, this question should be asked of all applicants.

<u>Employment eligibility verification</u> should be conducted after the offer has been made and can be a condition of employment.

Credit Rating:

The <u>Equal Employment Opportunity Commission (EEOC)</u> prohibits inquiries into an applicant's current or past assets, liabilities, or credit rating, including questions regarding bankruptcy or garnishment, car ownership, rental or ownership of a house, charge accounts, or bank accounts. Such inquiries may discriminate against minorities and women.

Criminal Record:

Considering an applicant's conviction or arrest records can violate <u>Title VII of the Civil Rights Act</u> <u>of 1964</u>. The EEOC has provided that questions about arrests and convictions can disproportionately impact members of ethnic minorities because statistics demonstrate that such persons are arrested and convicted at rates higher than non-minorities. An employer's reliance on arrest records can disproportionately exclude members of a protected class and an arrest record does not establish the alleged conduct occurred and is not proof of criminal conduct. Similarly, EEOC <u>guidance</u> provides that questions about an applicant's convictions are improper unless the employer can show that the conviction is related to the position at issue.

The <u>Connecticut General Statutes §46a-80</u> prohibits the disqualification of a person for employment by a state agency solely because of a prior conviction of a crime and the use of arrest records not followed by a conviction. If a conviction is related to the responsibilities of the position at issue, you may ask if the candidate has been convicted of a crime that is related to the job duties.

Disability:

The University's People with Disabilities Policy Statement provides that qualified persons with disabilities cannot be excluded from or subject to discrimination with regard to any University program or activity, including employment, and ensures that a person with a disability is given the same access to programs, opportunities, and activities as other members of the University community. The University must provide reasonable accommodations for applicants with disabilities to ensure that they are able to fully participate in the application and interview process. The Connecticut General Statutes §46a-60 prohibit discrimination based on present or past history of mental disability, mental retardation, learning disability or physical disability, including, but not limited to, blindness.

<u>The Americans with Disabilities Act (ADA)</u> prohibits employers from asking disability related questions to employment applicants. An employer may not ask a job applicant if he or she has a disability (or about the nature or severity of an obvious disability) or whether the applicant

will need a reasonable accommodation to perform the job. An employer also may not ask a job applicant to answer medical questions or take a medical exam before making a job offer. Questions about health problems, worker's compensations history, prescription drug use or previous medical conditions are not allowed. Unless job-related, inquiries about height and weight should also be avoided.

An employer may ask a job applicant whether he/she can perform the essential functions of the job and how they would perform the duties associated with the position. If asked, this question must be asked of all applicants.

Employers may condition a job offer on the applicant answering certain medical questions or successfully passing a medical exam, but only if all new employees in the same job have to answer the same questions or pass a medical exam.

Gender:

Questions that express or imply limitations or special treatment because of an applicant's gender are prohibited. Gender is not a <u>Bona Fide Occupational Qualification (BFOQ)</u> because a job involves physical labor such as heavy lifting. Candidates' gender cannot be used as a factor for determining whether an applicant will be "satisfied" in a particular job.

You may not ask particular questions of one gender and not of the other.

Marital and Family Status:

Questions regarding marital status (e.g., spouse/partner's name or employment status, whether the candidate is single, married, divorced, separated, engaged or widowed); number and/or ages of children or future child bearing plans or pregnancy, and child care arrangements are prohibited. Such questions may discriminate against women.

You may inquire if the applicant has any commitments that would preclude him or her from satisfying anticipated job schedules. This question, if asked, must be asked of all genders.

Military Service:

Questions regarding the type or condition of military discharge and military experience in other countries are not advised as such questions could be regarded as discriminatory or could be in violation of <u>The Americans with Disabilities Act (ADA)</u> which prohibits employers from asking disability related questions to employment applicants. In addition, preferring applicants with honorable discharge rather than dishonorable discharge may be seen as race discrimination by the Equal Employment Opportunity Commission (EEOC) under the <u>disparate or adverse impact theory</u>.

<u>The Uniformed Services Employment and Reemployment Rights Act (USERRA)</u> protects against discrimination on the basis of military service.

Applicants can be invited to voluntarily self-identify as a disabled or Vietnam era veteran in connection with an affirmative action effort.

You may ask questions about the branch of service and an applicant's rank and service in the U.S. military as it relates to the position.

National Origin:

Questions regarding an applicant's birthplace, ancestry and/or culture, or similar questions about the parents, grandparents, and spouse/partner of the candidate are not allowed.

You may ask candidates whether they are fluent in languages other than English. You may not ask a candidate's about his or her native language or how a foreign language was acquired.

Race:

Questions about an applicant's race or questions that would cause an applicant to disclose his/her race are not allowed. <u>Title VII of the Civil Rights Act of 1964</u> forbids employment decisions based on stereotypes and assumptions about abilities, traits, or the performance of individuals of certain racial groups.

For Affirmative Action reporting purposes, applicants are asked to voluntarily self-identify their race and ethnicity (§41 CFR 60-1.12(c)) as part of the application process.

Religion:

Questions regarding an applicant's religious denomination, affiliations, beliefs, and practices, church/place of worship or membership in religious organizations are not allowed. <u>Title VII of the Civil Rights Act of 1964</u> requires employers to reasonably accommodate the religious practice of an employee or prospective employee, unless doing so creates an undue hardship for the employer.

You may not ask about a candidate's willingness to work on a particular religious holiday but may ask about his or her ability to work a required work schedule.

Sexual Orientation:

Questions regarding an applicant's sexual orientation are not allowed. Both the <u>Connecticut</u> <u>General Statutes §46a-81c (1)</u> and the <u>University of Connecticut's Affirmative Action & Equal</u> <u>Employment Opportunity Policy Statement</u> prohibit discrimination on the basis of sexual orientation in the employment process.

Bona Fide Occupational Qualification (BFOQ)

Certain job requirements relating to religion, sex, national origin, or age may discriminate against members of a protected class but can still be permissible because the requirement is reasonably necessary to the operation of a business. To constitute a BFOQ, three factors are considered: (1) is the discriminatory requirement the only feasible method of revealing those unable to perform a certain job; (2) is the desired characteristic essential for the business to run successfully; and (3) does a reasonable, less discriminatory alternative exist?

BFOQs are a narrow exception to non-discrimination laws and can only be used to justify requirements based on religion, sex, national origin, or age. Race is never a BFOQ.

Interviewing – Best Practices

It is important to create a welcoming and inclusive environment for applicants during the interview process. While the search committee's purpose is to evaluate the applicant for the position, the applicant also is assessing UConn Health and determining if this opportunity is right for him/her. Positive interactions with the search committee and the interviewers may be the deciding factor for the best candidate to accept an offer.

The goals of an interview are to further evaluate candidates ranked as "Interview" based on their application materials; collect additional information on the candidate's job-related knowledge, skills, and abilities; and identify the most qualified candidate for the position. Collecting information accurately and consistently from each of the applicants gives the search committee the necessary information to objectively and equitably evaluate the candidates. Therefore, it is important to provide each applicant with substantially similar interview experiences.

Interviews via Phone/Skype:

Phone or Skype interviews are an inexpensive way to assess the qualifications of a larger group of "Interview" candidates and can be used as a first round to narrow the list of candidates to bring to campus. By using these "screening" interviews, the search committee has a larger interview list to refer back to if the first choice candidates are not selected or decline the interview or offer.

If the search committee decides to conduct phone/Skype interviews for the first round, all candidates must be interviewed using the same or comparable method. Except where unusual circumstances are present as described in the next paragraph, it is not permissible as a first round, to interview some candidates via phone or Skype and some face-to-face during the same round. For example, if a Skype/phone interview used to determine which candidates will be brought campus, local candidates must also be interviewed via Skype/phone, and not in person.

If a candidate requests an interview via phone/Skype due to geographical or other circumstances after an invitation for an in-person interview, the search committee may change interviewing methods for that candidate.

The same best practices listed below apply to a phone/Skype interview.

Preparing for an interview:

- Notify each applicant about the interview and logistics. Send a letter or e-mail confirming the interview. Sample confirmation letters are included in Recruiting Solutions and on the Office of Institutional Equity <u>website</u>.
- At the same time, send a <u>decline letter</u> or e-mail to applicants who were ranked as "Unqualified" and will not be invited for interview. Decline letters to "Qualified" applicants also may be sent

Page 1 of 4

at this time for those candidates that will not be moved into the "Interview" group regardless of the outcome of the interviews.

- Provide all applicants with an interview itinerary, including names and titles of the search committee and any other individuals that the candidate will be meeting or interviewing with. Ensure that applicants are provided with parking and <u>building locations</u> and accurate directions to both.
- Make sure that all candidates are provided with comparable travel, transport and/or hotel arrangements. Arrange for hosts or escorts to and from campus where appropriate.
- When developing an itinerary, allow sufficient time for each candidate's interview and time to travel to different campus locations if needed. Arrange a representative from the department or committee to accompany the candidate to other locations.
- If scheduling multiple interviews for one day, allow time between each interview for the search committee to review their notes and have an initial discussion about the candidate, and for the candidate to take a break.
- Give all candidates equal opportunity to meet with the entire search committee, department members, and other stakeholders. E.g.: If candidates coming to campus will have time meet with the department head, faculty in the department and/or the Dean, make sure that each candidate is given that same opportunity to meet with the same or substantially-positioned people.
- If the candidate will be expected to provide a job talk or presentation, ensure in advance that all technical needs are discussed at the time of scheduling and can be accommodated.
- If a candidate requires an accommodation for a disability, contact <u>OIE</u> for further assistance.
- Offer the candidate the opportunity to meet with a Recruitment Ambassador during the campus visit.

Developing interview questions:

- Review OIE's interview guidelines to ensure that all questions are non-discriminatory and legally permissible.
- Devise a core group of questions based on job related criteria to evaluate candidates' qualifications. Ask questions that are related that are related to the candidate's qualifications. Develop questions that address all the qualifications for the position.
- Craft open-ended and behavioral questions that prompt the candidate to offer information about his/her skills and "do the talking", as these will provide the best insight in to a candidate's qualifications for the position. Avoid questions that merely require a "yes" or "no".
- Develop questions that will allow the committee to make an objective assessment of each candidate and minimize bias.
- Ask the same core group of questions of each candidate. This will allow for a comparative evaluation and ensure that the interview process is consistent for all candidates. Follow-up questions can be asked to clarify answers or address a candidate's individual experience or skills.
- Determine how questions will be posed by the committee and assign questions to members, where appropriate.

Page 2 of 4

- Consider developing a standardized form with qualification-related criteria for non-committee members to use (e.g. department members, students or those attending a job talk) for consistent candidate evaluation.
- Contact <u>OIE</u> for further guidance or for troubleshooting.

The Interview:

- Plan for someone to greet the candidates upon arrival. Prepare a designated area where candidates can wait for the interview to begin and where the candidate will not encounter other candidates if multiple interviews are scheduled in one day.
- Introduce search committee members to the candidate prior to beginning the interview.
- Describe the format of the interview and the interview process as a whole.
- Share pertinent background information about the job, department, and University.
- Remember that the candidate should do the majority of the talking during an interview.
- Keep your reactions to a candidate's answers to yourself. Try not to influence other search committee members as they are evaluating the applicant.
- Keep the interview moving and on time.
- Leave time for candidate questions.
- At the end of the interview, inform the candidate that you will be checking references and ask if you can pursue references not provided by the candidate.
- Describe the remainder of the search process, how candidates will be notified of the University's decision, and the anticipated timetable.

Ensure that every University employee involved in the interview process has reviewed OIE's guidelines and is aware of inappropriate topics. It is very important to remember that all time spent with the candidate, whether in a formal interview or in an informal social setting, spent with the candidate is considered part of the interview process. Questions that are inappropriate or illegal in an interview context must also be avoided in a social setting (i.e.: coffee, meals, car rides, one-on-one meetings).

Post-Interview

Shortly after all interviews have been completed, the search committee should meet to discuss the candidates' qualifications based on the interviews. Evaluations of the candidates must be qualification related and based on the candidate's performance in the interview and/or presentation combined with the strength of their written application materials.

Depending on the charge given by the hiring manager, search committees either recommend a candidate for hire or provide a ranked/unranked list of the top number of candidates specified.

Each candidate, especially those that were interviewed, has made an investment of time and resources to the search process and it is important that the candidates are treated in a manner that acknowledges that effort. Candidates that will not be considered for employment should be contacted as soon as the hiring decision is made. A decline <u>letter</u> should be sent from the search chair or hiring manager. Applicants in the "Qualified" group (who were not notified earlier) also should be sent a <u>decline letter</u> at

Page 3 of 4

this time. If a decision is delayed, all candidates should be notified about the change the search's timetable. By the end of the search, each applicant should have received a communication from the search committee or hiring manager regarding his/her status.

Following the selection decisions, the members of the search committee should discuss and evaluate the search process. Evaluating the process and results and noting successes and failures will be helpful for future searches and search committees.

Page 4 of 4

Unions Representing UConn Health's Employees

Administrative and Residual Employees Union 805 Brook Street Rocky Hill, CT 06067

Connecticut Police & Fire Union Local 74/Local S-15 50 Columbus Boulevard, Third Floor Hartford, CT 06106

Engineering, Scientific and Technical SEIU Local 2001 760 Capitol Avenue Hartford, CT 06106

Maintenance Connecticut Employees Union Independent 110 Randolph Road Middletown, CT 06457

Paraprofessional Healthcare New England Healthcare Employees Union - District 1199 77 Huyshope Avenue Hartford, CT 06106

AFSCME Local 196 1 Hartford Square, Suite 242, Box 17 New Britain, CT 06052

The University of Connecticut Health American Association of University Professors 270 Farmington Avenue, Suite 364 Farmington, CT 06032

University Health Professionals Local 3837 270 Farmington Avenue The Exchange, Suite 174 Farmington, CT 06032-1909

UConn Health Lifeline

POLICY AND COMPLIANCE INFORMATION

Affirmative Action Plan Update & Policy Statements

TO: All UConn Health Faculty, Staff, and Union Representatives

FROM: Elizabeth A. Conklin, Associate Vice President Office of Institutional Equity

DATE: May 29, 2020

SUBJECT: Affirmative Action Plan Update and Distribution of Policy Statements

UConn Health's 2019 Affirmative Action Plan (*Plan*) was approved by the Commission on Human Rights and Opportunities on December 11, 2019. The *Plan* reports UConn Health's good faith efforts relative to diversifying the workforce, attaining goals, and achieving equal employment opportunity.

All employees are invited to review and comment on the 2019 Plan until September 18, 2020.

A copy of the *Plan* is available for review and comments (when in-person operations resume):

The Office of Institutional Equity (OIE)

16 Munson Road, 4th Floor

Farmington, CT 06030

An electronic (PDF) version is also available on OIE's website.

All comments or questions are welcome and may be sent to:

Elizabeth A. Conklin, Associate Vice President

Office of Institutional Equity

UConn Health

263 Farmington Avenue

Farmington, CT 06030-5310

860-679-3563

OIE Annual Policy Distribution

The following policies and procedures have been included in the *Plan*, distributed to every employee through UConn Health's Office of Institutional Equity's (OIE) <u>webpage</u> and posted on bulletin boards throughout UConn Health.

- <u>Affirmative Action and Equal Employment Opportunity</u>
- Policy Against Discrimination, Harassment and Related Interpersonal Violence
- Policy Statement: People with Disabilities

• University of Connecticut Discrimination Complaint Procedures

Additional information about reporting discrimination and OIE's complaint procedures, as well as OIE's <u>Discrimination and Discriminatory Harassment Complaint form</u>, can be found online at <u>https://equity.uconn.edu/</u>. If you have a specific question or need further assistance, please do not hesitate to contact a member of OIE at (860) 679-3563 or by email at equity@uconn.edu.

Policy Posting Obligation

As in previous years, the Office of Institutional Equity (OIE) will satisfy the statutory requirement of policy distribution to employees via this notification and mail distribution as necessary. Additionally, policies are placed in prominent locations throughout UConn Health. Vice Presidents, Deans, Directors, and other supervisory employees are asked to ensure that the policies are displayed in their respective units in locations highly visible to employees, students, and the public.

Sexual Harassment Prevention and Diversity Awareness Training Update:

UConn Health's Sexual Harassment Prevention and Diversity Awareness Trainings are important components of the University's commitment to maintaining a safe, inclusive, and non-discriminatory learning and working environment for all members of our community, both remotely and in person. Due to Covid-19, both in-person trainings are suspended temporarily.

In the 2019 legislative session, the Connecticut General Assembly passed and the Governor signed Public Acts 19-16 and 19-63, which together constitute the **Time's Up Act**.

The Time's Up Act establishes new requirements regarding sexual harassment prevention training and education. Under these new provisions, UConn Health is required to provide two hours of sexual harassment training and education to all employees who initially received sexual harassment training prior to October 1, 2018. These employees will be required to complete another two hours of sexual harassment prevention training by September 30, 2020; more information regarding the second of two online sexual harassment prevention trainings will be forthcoming shortly. Employees hired on or after October 1, 2018 will not need to receive training again. All Adjunct faculty members and Special Payroll employees, regardless of hire date, will also be required to complete this training.

For more information, contact: Office of Institutional Equity at 860-679-3563

Other stories from the <u>UConn Health Lifeline for Friday</u>, May 29, 2020 >>

Recruitment Sources - 2020 Affirmative Action Plan

American Academy of Neurology
American Academy of Orthopedic Manual Physical Therapists
American Association Immunologists
American Association of Clinical Endocrinologists
American Association of Medical Colleges
American Association of Nurse Anesthetist
American College of Chest Physicians
American College of Clinical Pharmacy
American College of Physicians Internist Career Connection
American Society for Cell Biology Newsletter
American Society for Clinical Pathology
American Society for Microbiology Career Center
American Society of Radiologic Technologist Job Bank
Association of PeriOperative Registered Nurses
Careerpharm
Chronicle of Higher Education
College of American Pathologists
Connecticut Association of Nurse Anesthetist
Connecticut Physical Therapy Association
Critical Care Medicine
Diversity Nursing
EndoCareers
Endocrine Practice
Health E. Careers website
Hematology/Oncology Pharmacy Association
Higheredjobs.org
Immunity
Indeed.com
Journal of Bone and Mineral Research
Journal of Clinical Endocrinology & Metabolism
Journal of Clinical Oncology
LinkedIn
Local Eye Site
MDSearch.com
Medical Group Management Association
Myhealthtalent.com
Nature Immunology
Naturejobs.com
Neurojobs - NHCN
New England Journal of Medicine

Recruitment Sources - 2020 Affirmative Action Plan

New England Society of Clinical Engineers

News-line.com

Polytechnic Positions website

Radiology Business Management Association

recruitmilitary.com

Science Magazine

Society for NeuroOncology

SCHOOL Healt	Search this site	٩							
Home	About Us ▼	Admissions	Enrichment Programs -	Partners	Recruitment	Support Programs	HPPI Newsletter	Contact Us	



A top priority for the Schools of Medicine and Dental Medicine has long been the recruitment and retention of students from diverse groups who are underrepresented in American health care professions.

The Department of Health Career Opportunity Programs actively recruits underrepesented medical and dental students and supports those who are enrolled throughout the academic year.

The continuous pipeline of programs has been successful in helping participants realize their dreams of becoming health care providers. The programs are therefore instrumental in aiding the development of the future health career workforce in the U.S.

Message from the Director



<u>Marja M. Hurley, M.D.</u> Founding Director

External Communication and Recruitment Strategies – Exhibit 7 Page 1 of 3

SCHOOL OF MEDICINE AND SCHOOL OF DENTAL MEDICINE Health Career Opportunity Programs

Home About Us▼ Admissions Enrichment Programs▼ Partners Recruitment Support Programs

Message from the Director

Marja M. Hurley, M.D.

Associate Dean Department of Health Career Opportunity Programs Founding Director, Aetna Health Professions Partnership Initiative

The Department of Health Career Opportunity Programs is an integral part of the School of Medicine's educational community at UConn Health. The School of Medicine is actively committed to the recruitment, retention and graduation of a diverse medical student population capable of providing culturally competent health care.



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HPPI Newsletter

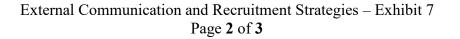
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Since the inception of the department in 1986, one of its goals has been to develop and identify an outstanding diverse applicant pool. It is our belief that early exposure to the various fields in the biomedical sciences will ultimately increase the diverse pool of students who pursue careers in medicine. The outstanding programs and activities that are designed,

coordinated and implemented through this department, have proven to be top-notch. Statistics indicate that underrepresented students, who have participated in the pipeline of programs, have successfully completed their undergraduate degrees and have actualized their goals of entering medical school. It is for this reason that the Aetna Health Professions Partnership Initiative programs and activities sponsored through the Department of Health Career Opportunity Programs have been recognized as a national model. To date we have accomplished our goals and continue to develop new programs and fine-tune existing ones.

An equally important goal of the department is to help create a supportive environment for those students who are accepted and choose to matriculate in our medical school. All students who matriculate in the medical program will find a caring faculty who are willing to provide mentoring and support. This is facilitated in part by our relatively small class size. The department supports student organizations such as the Student National Medical Association, the Latino Medical Student Association, and the ever-popular "Culture Shock."

We are very proud of the students who have matriculated and graduated from our medical school and we look forward to welcoming you into our community. If you desire additional information, please do not hesitate to contact me at 860-679-3483 or 3484.



	SCHOOL OF MEDICINE AND SCHOOL OF DENTAL MEDICINE Health Career Opportunity Programs											
Home	About Us -	Admissions	Enrichment Programs -	Partners	Recruitment	Support Programs	HPPI Newsletter	Contact Us				

Recruitment

Through the Department of Health Career Opportunity Programs, the Schools of Medicine and Dental Medicine operate an extensive recruitment and outreach program to ensure a diverse applicant pool. Some of the methods used to interest qualified applicants in our program include: visits to area colleges and to historically Black colleges and universities; representation at recruitment programs throughout the country that are attended by potential applicants from diverse groups; use of community resources; direct mail; and summer enrichment programs. Our own students are actively encouraged to participate in the recruitment program.

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Home	About Us -	Admissions	Enrichment Programs -	Partners	Recruitment	Support Programs	HPPI Newsletter	Contact Us	

Admissions

Applications from underrepresented students to the Schools of Medicine and Dental Medicine are reviewed by the Admissions Committee using the same criteria applied to all applications. Candidates for admission receive a full review and are selected on a competitive basis. Underrepresented candidates invited for an interview meet with the associate dean, assistant dean and/or assistant director of the Health Career Opportunity Programs office, and medical or dental students who answer questions in an informal setting. The associate dean, assistant dean, and assistant director are members of the Admissions Committee. Students also act as hosts for medical and dental school applicants.



SMALL AND MINORITY BUSINESS UTILIZATION REPORTS

UConn Health Purchasing and Construction Projects

FISCAL YEAR 2020

Submitted by, Veronica F. Cook, Executive Program Director UConn Supplier Diversity Program (USDP)



DEPARTMENT OF ADMINISTRATIVE SERVICES SUPPLIER DIVERSITY PROGRAM Back-Up Sheets require Totals for each MBE Category

Fisca	al Year Qu	arter	9/30/2019		Fiscal Year Period			2020	
			107						
ENTER	THIS	QTR-	1ST						
Agency Name:	UConn H	lealth			Agency Number:			7302	
Prepared by:	UConn S	upplier Di	versity Program		E-mail Address:	veronica.coo	k@u	iconn.edu	
Tel. # -	860-486-				<u>Please Submit a copy of this form and B</u>	ack-Up Sheets vie Inte	er Office	Neil to CHRD @ 25 SIGOURNEY ST, Hart	ford CT 06106
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DEPARTMENT OF ADMINISTRATIVE SERVICES SUPPLIER DIVERSITY PROGRAM <u>Back-Up Sheets require Totals for each MBE Category</u>

Fisca	al Year Qu	arter	12/31/2019		Fiscal Year Period			2020	
ENTER	THIS	QTR-	2nd						
Agency Name:	UConn H	lealth			Agency Number:			7302	
Prepared by:	UConn S	Supplier Di	iversity Program		E-mail Address:	veronica.coo	k@u	<u>conn.edu</u>	
Tel. # -	860-486-				<u>Please Submit a copy of this form and B</u>	ack-Up Sheets via Inte	or Office	Nail to CHRO # 25 SIGOURNEY ST, Hart	ford CT DBIDB
,			E (ALL SOURCES) FROM YOUR AD From The Annual Goals Calculation				\$	1,132,985,943.00	
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4) 25% of	line # 3 To	otal- Set	Aside - Minority Business Enterpris	es only			\$	947,481.00	
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DEPARTMENT OF ADMINISTRATIVE SERVICES SUPPLIER DIVERSITY PROGRAM Back-Up Sheets require Totals for each MBE Category

Fisca	Fiscal Year Quarter 3/31/2020		Fiscal Year Period		2020			
			. .					
ENTER	THIS	QTR-	3rd					
Agency	UConn	Health			Agency		7302	
Name:	000111				Number:			
Prepared by:	UConn	Supplier D	iversity Program		E-mail Address:	<u>veronica.coc</u>	ok@uconn.edu	
	860-486	6-0990						
Tel. # -					Please Submit a copy of this form and B	leck-Up Sheets vie Int	erOffice Mail to CHRO @ 25 SIGOURNEY ST, Hart	ford CT 06106
			LE (ALL SOURCES) FROM				\$1,132,985,943.00	
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			Aside - Small/Minority Bus	•	(Combined)		<u>\$3,789,925.00</u>	
4) 25% of	line # 3	Total- Set	Aside - Minority Business	Enterprises only			\$947,481.00	
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5) Total Ag	gency FY	Expenditur	es for Purchases and Contract	s	\$12,972,282.51	10,269	\$29,387,724.76	28,440
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H) Disab	oled Asian /	American (DA	A)		\$0.00	0	\$0.00	0
		American (DE			\$0.00	0	\$0.00	0
		ic American	. ,		\$0.00	0	\$0.00	0
-		Peninsula A	merican (DI)		\$0.00	0	\$0.00	0
L) Woma		n Indian (NW	n		\$136,443.06	417 0	\$660,345.23	1,042 0
- '	an Asian (A)		\$0.00 \$0.00	0	\$0.00 \$0.00	0
	an Black (E				\$866.16	3	\$1,454.36	6
-	an Disabled				\$0.00		\$0.00	0
-	an Hispani				\$0.00	0	\$0.00	0
R) Woma	an Iberian I	Peninsula (IV	V)		\$842.03	3	\$1,568.78	4
S) Disab	led Americ	an Indian Wo	oman (DNW)		\$0.00	0	\$0.00	0
T) Disab	oled Asian A	American Wo	man (DAW)		\$0.00	0	\$0.00	0
U) Disab	oled Black	American W	oman (DBW)		\$0.00	0	\$0.00	0
<u> </u>			Woman (DHW)		\$0.00	0	\$0.00	0
W) Disat			American Woman (DIW)		\$0.00	0	\$0.00	0
		-	es D, G, H, I, J, K, P, S,T,U, V, & W)		\$168.00	1	\$1,029.00	3
		OTAL [Lines			\$138,151.25	423	\$663,368.37 \$667,506.87	1,052
1	WBEI	OTAL {Lines	o ∧ - ₩}		\$139,227.75	430	18.000,1004	1,067

DEPARTMENT OF ADMINISTRATIVE SERVICES SUPPLIER DIVERSITY PROGRAM Back-Up Sheets require Totals for each MBE Category

Fisca	Fiscal Year Quarter		6/30/2020	6/30/2020			2020	
ENTER	THIS	QTR-	4th					
• • • • •					A			
Agency Name:	UConn H	lealth			Agency Number:		7302	
Prepared by:	UConn §	Supplier D	iversity Program		E-mail Address:	veronica.coc	ok@uconn.edu	
	860-486	-0990						
Tel. # -						eck-Up Sheets vie Int	erOffice Mail to CHRO 🖩 25 SIGOURNEY ST, Hart	ford CT 06106
			E (ALL SOURCES) FROM YOUR AD				\$1,132,985,943.00	
) From The Annual Goals Calculation	ns Report	t		• • • • • • • • • • •	
-			all/Minority Business Program				\$ 15,159,702.00	
afte	r DAS A	PPROVE	D DEDUCTIONS/EXEMPTIONS				φ 13,133,102.00	
3) 25% of	line # 2 T	otal - Set	Aside - Small/Minority Business Ent	erprises	(Combined)		<u>\$3,789,925.00</u>	
4) 25% of	line # 3 T	otal- Set	Aside - Minority Business Enterprise	es only			\$947,481.00	
				F		-		
				_	QUARTER	Number	YEAR TO DATE	Number
					TOTALS (\$)	Contracts	TOTALS (\$)	Contracts
5) Total Ag	jency FY E	xpenditure	es for Purchases and Contracts		\$9,245,343.33	6,242	\$38,633,068.09	34,682
ļ				<u>k</u>				
6) Total Age	ency FY Exp	penditures fo	or Purchases and Contracts					
		rity Contract			\$1,142,076.73	1,249	\$4,742,729.34	5,984
Combine	d TOTALS (OF SBE AND	MBE EXPENDITURES					
7) Total Age		andituran f	or Purchases and Contracts					
			ses (MBE) only.					
PLEASE CA	-	sas Enterpris						
	ican Indian	(N)			\$0.00	0		
B) Asian		()			\$0.00	0	\$672.50	2
C) Black	(B)				\$0.00	0	\$1,437.00	10
D) Disab	led Individu	ial (D)			\$0.00	0	\$1,029.00	3
E) Hispa					\$0.00	0		
	n Peninsula				\$0.00	0		
		n Indian (DN			\$0.00	0		
		merican (DA			\$0.00	0		
-		merican (DB	-		\$0.00	0		
-		c American (שטן merican (DI)		\$0.00 \$0.00	0		
L) Woma		reninsula A	merican (D)		\$0.00 \$237,731.78	226	\$898,077.11	1,268
		Indian (NW			\$2.57,751.78	0	\$050,077.11	1,200
	an Asian (Al		1		\$0.00	0		
-	an Black (B	-			\$4,730.23	23	\$6,184.59	29
· ·	an Disabled				\$0.00	0	(() , () , (,) ,	
-	an Hispanic				\$0.00	0		
R) Woma	an Iberian P	eninsula (IW	/)		\$0.00	0	\$1,568.78	4
S) Disab	led America	an Indian Wo	oman (DNW)		\$0.00	0		
T) Disab	led Asian A	merican Wo	man (DAW)		\$0.00	0		
U) Disab	led Black A	American Wo	oman (DBW)		\$0.00	0		
V) Disab	led Hispani	c American	Woman (DHW)		\$0.00	0		
W) Disab	oled Iberian	Peninsula A	merican Woman (DIW)		\$0.00	0		
			es D, G, H, I, J, K, P, S,T,U, V, & W)		\$0.00	0	\$1,029.00	3
		OTAL [Lines			\$242,462.01	249	\$906,906.51	1,301
	MBE TO	TAL {Lines	A - W}		\$242,462.01	249	\$909,320.51	1,314