

MCW OMBUDS OFFICE TEN-YEAR REPORT 2011-2021



The Ombuds Office
414-266-8776 (Confidential line)
mcw.edu/Ombuds



MESSAGE FROM THE OMBUDS

Dear Colleagues,

It is a pleasure to share this ten-year overview of the MCW Ombuds Office operations.

At the recommendation of the Faculty Council and with the support of MCW President and CEO John R. Raymond, Sr., MD, the Ombuds Office opened in the fall of 2011. Peter Layde, MD served as the inaugural Ombuds, and Jenny Her was the first Assistant to the Ombuds. Their efforts formed a strong foundation for the office, and we want to recognize the lasting impact of their work with this report. Information from the Ombuds Office is shared to help potential visitors to the office understand the diverse issues that members of the MCW community raise with the office and to inform the wider organization of patterns and themes presenting to the Ombuds Office.

The opportunity to serve staff, faculty, and postdoctoral fellows as a confidential resource is a great privilege. Trust is an earned foundation in our work, and we wish to express our gratitude to those who have placed their confidence in the office. We welcome comments, suggestions, and feedback about our reporting and about the operations of the Ombuds Office.



Natalie C. Fleury
Natalie C. Fleury, JD



Michelle Shasha
Michelle Shasha, PhD

Visits and Visitors: 2011-2021

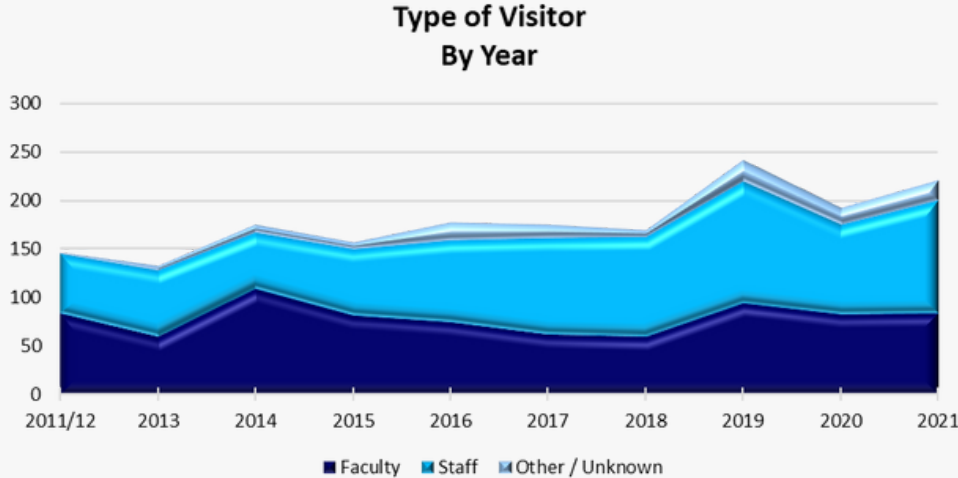
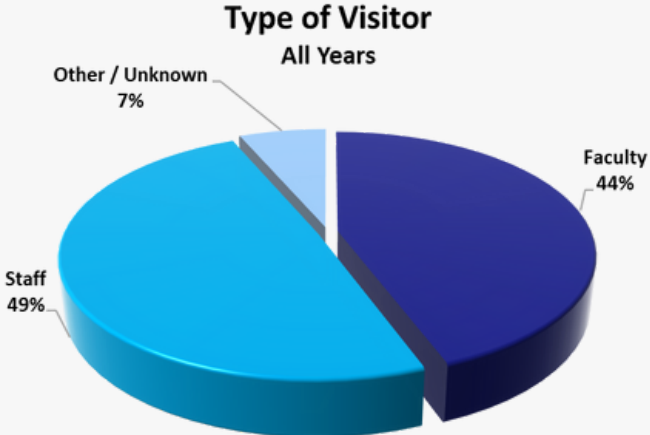


VISITOR-RELATED CONTACTS

As of 2019, this number includes follow-up visits and management consultations.



CONCERNS RAISED BY VISITORS



Purpose

To provide a confidential, neutral, independent and informal channel of communication for staff, faculty and postdoctoral fellows to surface and address workplace issues.

History

2006

MCW Faculty Council charters a committee to explore creating an ombuds office. The stated goal is to establish "an impartial and confidential sounding board and resource clearinghouse to help stakeholders air complaints, clarify concerns, and identify and utilize available resources."

2007

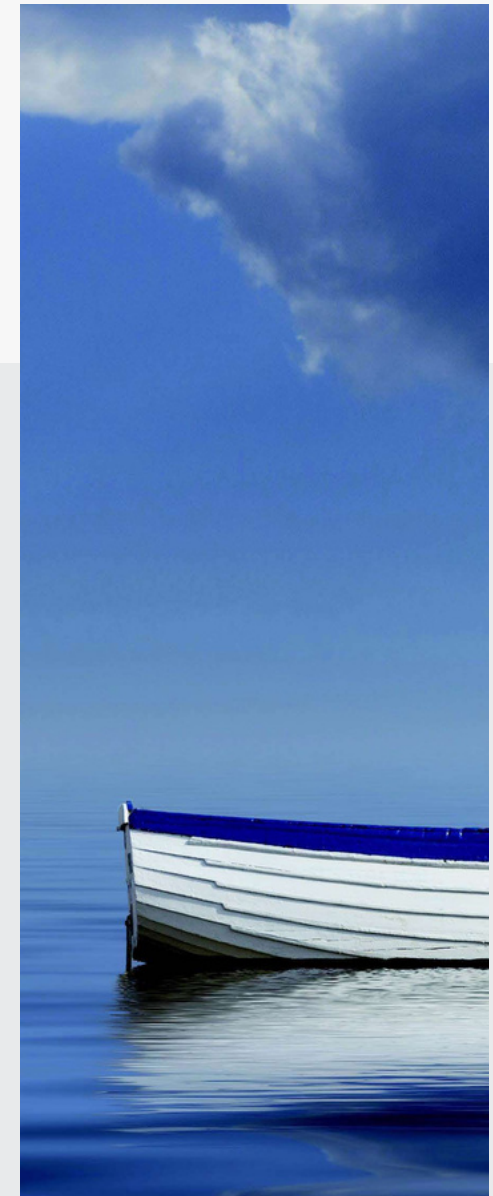
The Faculty Council committee recommends the creation of an ombuds office. Plans are postponed owing to administrative questions and the recession of 2007-2009.

2011-12

John Raymond, MD, President and CEO of the Medical College of Wisconsin, establishes the Ombuds Office. The office begins operations on November 14, 2011 under the leadership of inaugural ombuds Peter Layde, MD and assistant Jenny Her. Between November 15, 2011 and December 31, 2012, the office logs 146 initial visits by individuals or groups of individuals.

2015

In anticipation of Dr. Layde's retirement in 2016, a search committee comprised of staff, faculty, and institutional leaders engages in the hiring of two ombuds, Natalie C. Fleury, JD and Michelle Shasha, PhD, who assume their roles in April 2015.



Standards of Practice

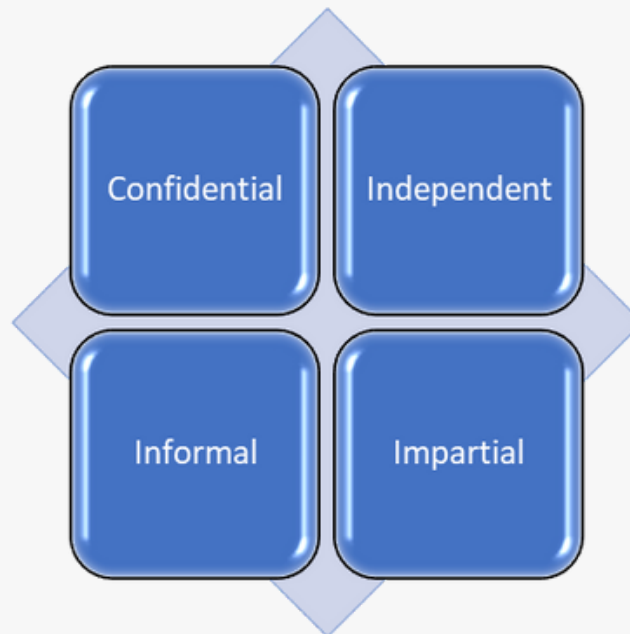
The MCW Ombuds Office operates in keeping with the Standards of Practice established by the International Ombuds Association (IOA).

Confidential

We will not identify you or discuss your concerns with anyone without your permission. The very rare exceptions to this pledge of confidentiality occur if we determine that there is an imminent threat of significant harm or if we are legally compelled to disclose information about our services.

Informal

Any communication with us is “off the record”. We do not formally investigate, arbitrate, adjudicate or in any other way participate in any internal or external formal process or actions. The Ombuds Office is not authorized to receive official notice for MCW, and speaking with the Ombuds Office does not satisfy or trigger any deadlines used for more formal complaint mechanisms.



Independent

The Ombuds Office is independent in appearance, purpose, practice, and decision-making. The office is also independent of central administration and is not aligned with any campus department or group.

Impartial

We do not take sides. We consider the rights and interests of all parties. We are advocates for good communication and fair process. We facilitate dialogue and collaborative problem-solving by identifying a range of reasonable options to surface or resolve concerns.

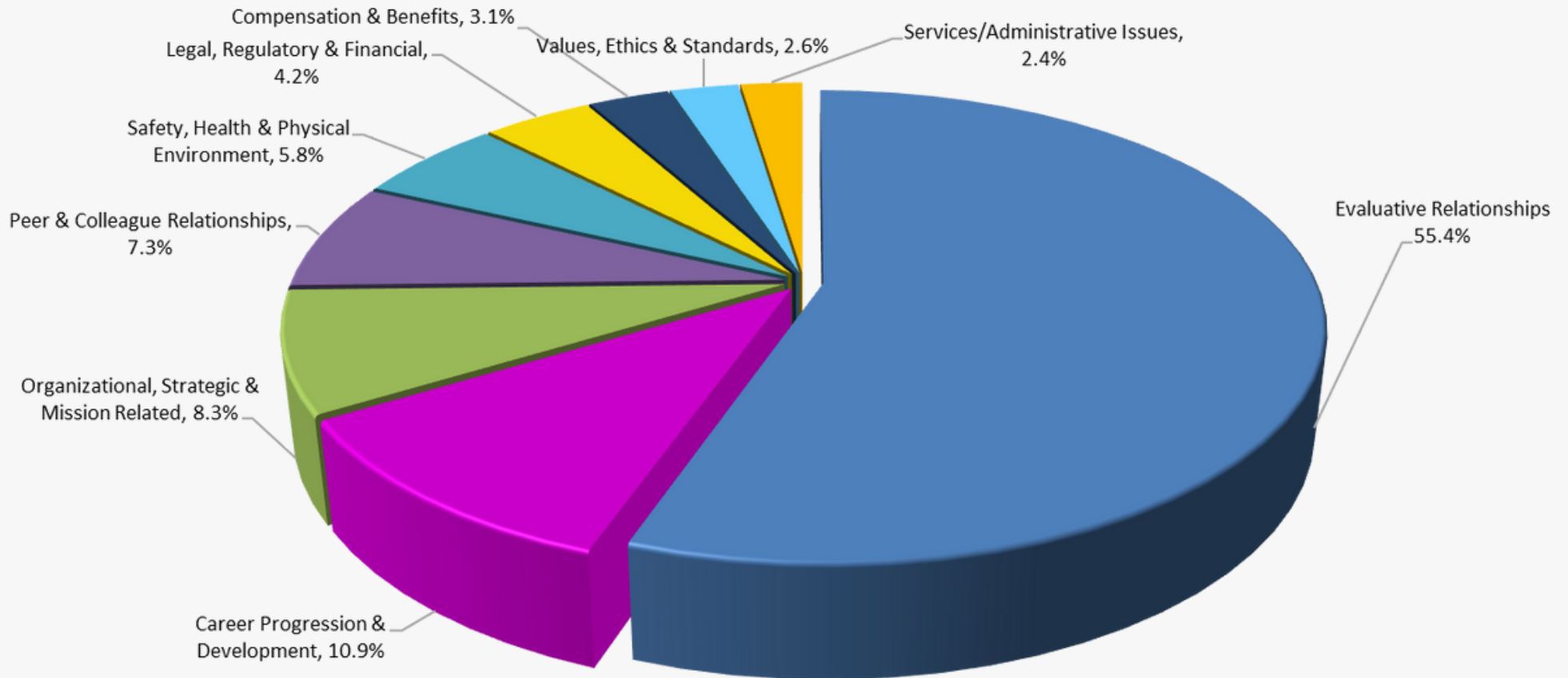
A Visit with the Ombuds

When meeting with an ombuds, a visitor can expect the ombuds to:



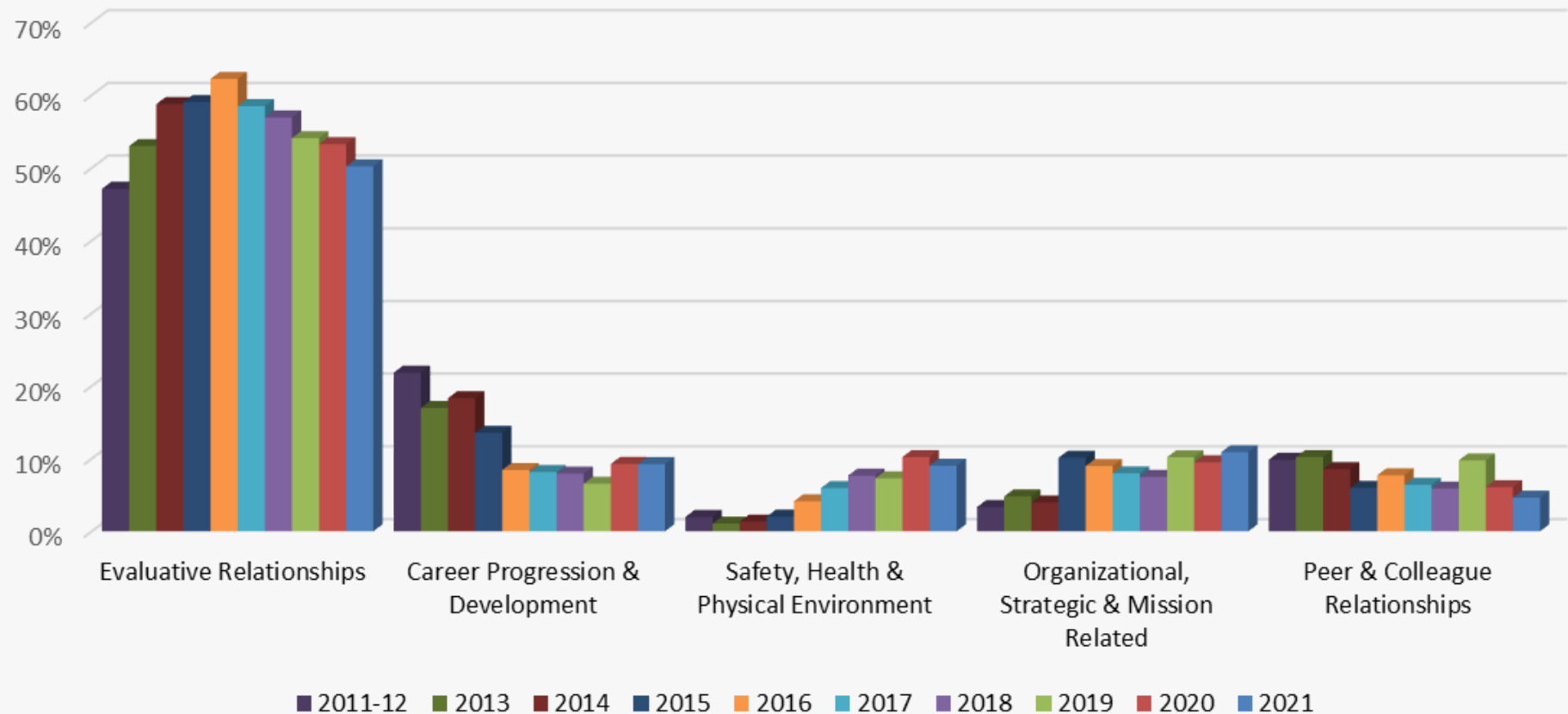
Categories of Concerns: 2011-2021

The categories tracked are those proposed by the International Ombuds Association (IOA). As described in the MCW Ombuds Office Policy, the office functions as an information and communication resource, consultant, and catalyst for institutional change.



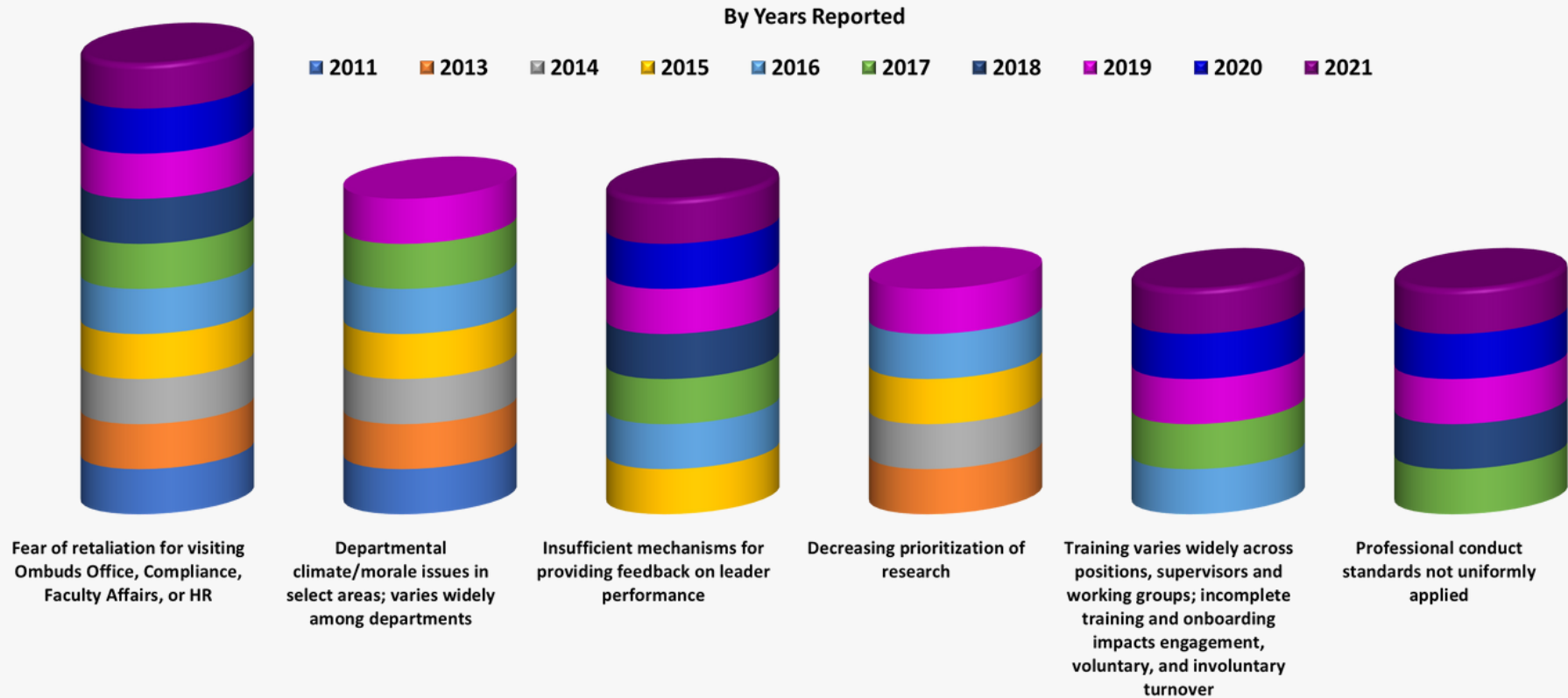
Top 5 Categories of Concerns: 2011-2021

As is typical of organizational ombuds offices, "evaluative relationship" concerns are the most common issue discussed with the ombuds.



Systemic Themes 2011-2021

Themes noted here were identified in five or more of the Ombuds Office annual reports.

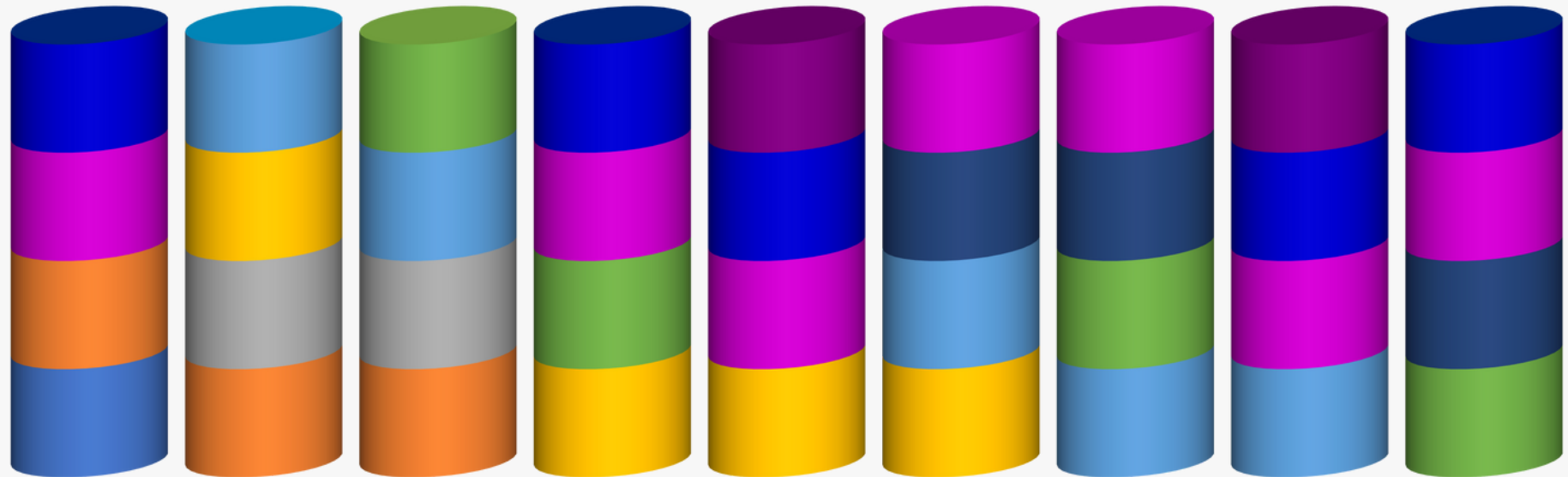


Systemic Themes 2011-2021

Themes noted here were identified in four or more of the Ombuds Office annual reports.

By Years Reported

■ 2011 ■ 2013 ■ 2014 ■ 2015 ■ 2016 ■ 2017 ■ 2018 ■ 2019 ■ 2020 ■ 2021



Faculty treatment of post-docs, research scientists, residents, fellows, those with unique vulnerabilities; lack of mentorship

Middle manager increased responsibility with decreased authority because of centralization of control

Department communication (transparency) varies widely

Inconsistent application of performance improvement plans, corrective actions, and non-renewal processes for staff

Policies and procedures limit mobility for staff

Increasing corporatization at expense of mission

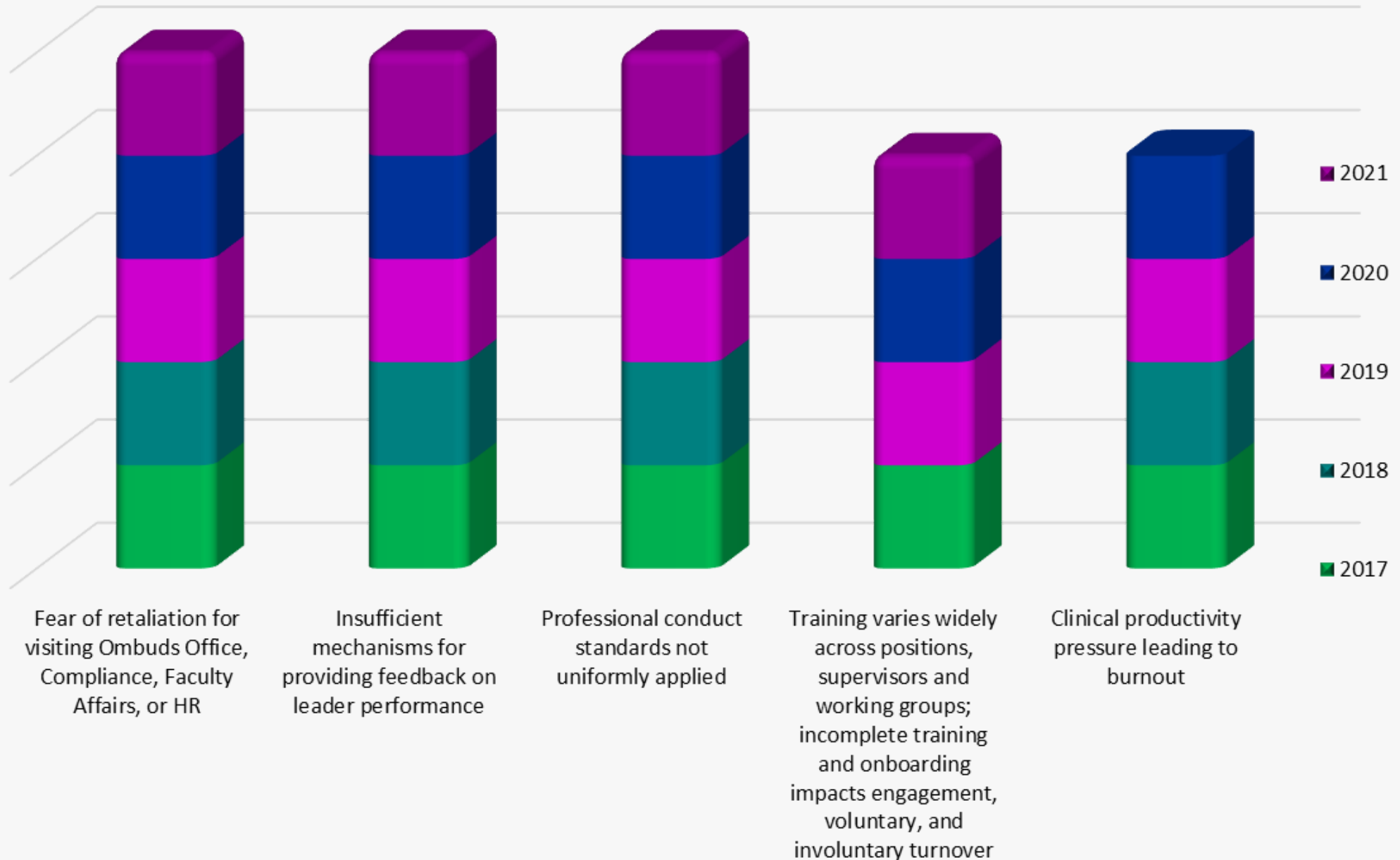
Pride in working at MCW tempered by experiences that are not consistent with their view of the institution and the missions

Cross-organization partnerships can create challenges and confusion about reporting lines and avenues for raising concerns

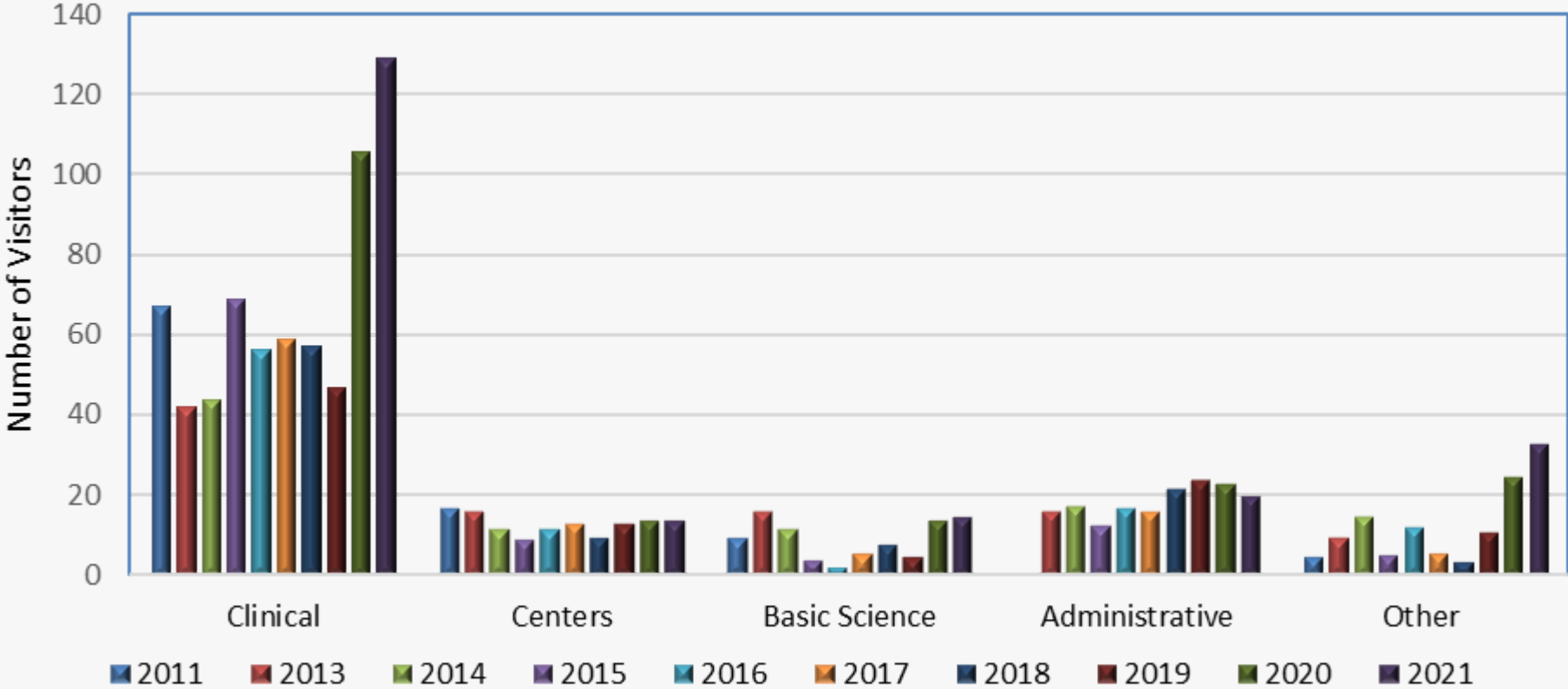
Clinical productivity pressure leading to burnout

Top 5 Systemic Themes: 2017-2021

Themes noted here were those identified most often in the past five Ombuds Office annual reports.



Department Type: 2011-2021



Institutional Activities

Select Presentations

- Building Group Emotional Intelligence
- Thanks for the Feedback
- Benevolent Sexism
- Dignity and Equity in a Hierarchy
- The Dynamics of the Leader-Follower Relationship
- The (Negative) Power of Assumptions
- Curiosity as a Tool for Complicated Conversations
- Insight: Using Self-Awareness to Adapt and Evolve
- Disagreement in a Hierarchy: Challenges and Opportunities

Ex-Officio Committee Participation

Administrative Leadership Group
Concern Navigation Task Force
Diversity and Inclusion Action Committee
Executive Committee of the Faculty
Faculty Council
Professionalism Enrichment Committee
University Advisory Council

Ombuds Office Blog

Ombuds 2512: Tips for improving work relationships, for handling conflict at work, and addressing other workplace issues.



Contact Us



MCW Ombuds Office Contact Information

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Curative Building, Room 2512

Links:

mcw.edu/Ombuds

[Anonymous Feedback Survey](#)