

ASHHRA 54th Annual Conference & Exposition

September 15 – 18, 2018

MEETING THE CHALLENGE  
AND MAKING A DIFFERENCE

A silhouette of the Pittsburgh skyline, including various skyscrapers and bridges, set against a yellow and orange background. The word "Pittsburgh" is written in a large, green, serif font across the middle of the skyline.

Pittsburgh

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PROGRAM OF EVENTS

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# WELCOME TO Pittsburgh



**James (Jamie) E. Parsons,**  
CHHR, SPHR, FACHE, SHRM-SCP  
2018 Board President



**Catherine Carruth, CAE**  
Executive Director



**James Miller, Esq., CCP, CHHR**  
2018 Annual Conference  
Committee Chair

The ASHHRA Board and Annual Conference Committee welcome you to the **ASHHRA 54th Annual Conference & Exposition**, hosted in beautiful Pittsburgh! Over the next four days, we'll connect you to new ideas and best practices, recognized thought leaders, resources and solutions, and the wonderful community of your health care HR peers. Our goal is to make you feel empowered and energized to meet the new realities faced by health care HR professionals.

**To help make the most of your time, here are some tips for your conference experience.**

**Download the conference mobile app** so you can plan your schedule, access learning session materials, submit learning session evaluations, and join the conversation on the Activity Feed by sharing your thoughts and photos. And don't forget to use our conference hashtag: **#ASHHRA18**

**Get energized at the General Sessions.** Our stellar lineup of keynote speakers (bios on page 8–9) will begin with the first ever Chief Technology Officer of the United States, **Aneesh Chopra**, at the Opening Ceremony on Sunday. On Monday, hear the inspiring story of **Jeff Glasbrenner** — three-time Paralympian and the first American amputee to reach the summit of Mount Everest. At the Closing Ceremony on Tuesday, complete your conference experience with the high-energy and humor of **The Water Coolers!**

**Network, Network, Network!** As past attendees will tell you, the conference networking opportunities are one of the most significant benefits of being here, so make sure you take full advantage. Reconnect with familiar faces and colleagues and reach out to new ones. Sit next to someone you haven't met before and strike up a conversation. **The Social Event on Sunday at PNC Park** is a great opportunity for this, *so make sure you have your ticket and you're wearing your favorite team's gear!*

**Be sure to thank our sponsors and exhibitors.** Our sponsors and exhibitors are *instrumental* in making this conference possible. Visit with them at the exhibit hall to explore creative ideas and innovative products and services that can help elevate the level of success that you bring to your organization. And make sure you complete your **Passbook to Prizes** so you can enter to win fabulous prizes at the Center for Excellence!

**Take advantage of complimentary conference services.** We are pleased to offer attendees a number of amenities throughout the conference. Learn about them in the **Conference Highlights** (pages 4–7) so you can take full advantage.

**And don't forget ...**

Session and networking event seating is available on a first-come, first-served basis regardless of pre-registration, so be sure to arrive early and ready to connect.



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# 25

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## SCHEDULE AT-A-GLANCE

### SATURDAY, SEPTEMBER 15 (PRECONFERENCE)

7:00 a.m. – 6:00 p.m.	<b>REGISTRATION</b> / Conference Amenities
7:45 – 8:15 a.m.	Networking Breakfast
8:30 a.m. – 11:45 p.m.	Chapter Leadership Workshop (CLW)
8:30 a.m. – 11:45 p.m.	Preconference Workshops
8:30 a.m. – 11:45 p.m.	CHHR Study Session
12:00 – 1:15 p.m.	Preconference Networking Lunch
2:00 – 4:00 p.m.	CHHR Examination ( <i>pre-registration required</i> )
1:30 – 3:45 p.m.	Preconference Workshops ( <i>continued</i> )
4:00 – 5:00 p.m.	<b>Welcome Reception</b>

### SUNDAY, SEPTEMBER 16

6:00 – 7:00 a.m.	Sunrise Yoga (Westin Hotel)
7:00 a.m. – 6:00 p.m.	<b>REGISTRATION</b> / Conference Amenities
8:00 – 9:00 a.m.	Regional Breakfast
9:15 – 10:45 a.m.	<b>Opening Ceremony</b> <i>Keynote Presentation: Aneesh Chopra</i>
10:45 a.m. – 1:00 p.m.	<b>Exhibit Hall / Lunch</b>
1:00 – 2:00 p.m.	Learning Sessions
2:10 – 3:10 p.m.	Learning Sessions
3:20 – 4:20 p.m.	Learning Sessions
4:00 – 6:00 p.m.	<b>Exhibit Hall / Pittsburgh Mixer</b>
7:00 – 9:30 p.m.	<b>Social Event: PNC Park</b> ( <i>ticket required</i> )

### MONDAY, SEPTEMBER 17

6:00 – 7:00 a.m.	Sunrise Yoga (Omni Hotel)
7:00 a.m. – 4:00 p.m.	<b>REGISTRATION</b> / Conference Amenities
8:00 – 9:30 a.m.	<b>Motivational Breakfast</b> <i>Keynote Presentation: Jeff Glasbrenner</i>
9:45 – 10:45 a.m.	Learning Sessions
11:00 a.m. – 12:00 p.m.	Learning Sessions
12:00 p.m. – 2:45 p.m.	<b>Exhibit Hall / Lunch</b>
3:00 – 4:00 p.m.	Learning Sessions
3:15 – 4:45 p.m.	Ask the Experts Panel: Recruitment
4:15 – 5:45 p.m.	Thought Leader Forum
<i>Free Evening, attendees plan activities on your own.</i>	

### TUESDAY, SEPTEMBER 18

8:00 a.m. – 12:00 p.m.	Conference Amenities
8:00 – 9:00 a.m.	Learning Sessions
9:15 – 10:15 a.m.	Learning Sessions
10:30 a.m. – 12:00 p.m.	<b>Closing Ceremony Brunch</b> <i>Keynote Presentation: The Water Coolers</i>



**Conference TIPS**

**Make the most of your conference experience:**

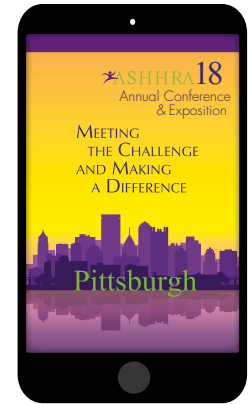
- ▶ **Download the mobile app** and use **#ashhra18** on social media to instantly share your experience.
- ▶ Take the **60 Second Volunteer Challenge** on Saturday from 12:00 to 1:15 p.m. Make a difference in just one minute by deciding which local projects get sponsored on **DonorsChoose.org**.
- ▶ Attend the **Welcome Reception on Saturday**, from 4:00 to 5:00 p.m.
- ▶ Start the day with **Sunrise Yoga**, 6:00 to 7:00 a.m. Sunday at the Westin Hotel, Monday at the Omni Hotel.
- ▶ Attend the **Regional Breakfast on Sunday** and connect with peers.
- ▶ Get motivated and empowered by the **keynote speakers at the general sessions**.
- ▶ Attend as many learning sessions as possible and **earn CEUs**.
- ▶ Visit the **Exhibit Hall** for innovative ideas, products and services for health care HR and **thank our sponsors and exhibitors** who help make this conference possible. Your **Passbook to Prizes** brochure is in your Welcome Bag so be sure to complete it to win prizes!
- ▶ **Explore Pittsburgh on your free night Monday.** Get some information on page 7.

## ▶ ASHHRA Conference Mobile App

The Conference Mobile App allows you to have portable access to conference activities by a simple touch of your smart phone.

### Download Instructions:

1. iPhone users, go to the App Store; Android users, go to Google Play Store. Search for **ASHHRA**. (look for this icon).
2. Download app.
3. Enter the email address you used to register for the conference.
4. Your password is **HACU.ORG** (*all caps*).



### Features of the App:

- **Update** – Changes to locations, schedules, speakers — you'll find the most current information on the mobile app
- **Learning Session Evaluations\*** – Submit your feedback after each session (**and earn points for the Leaderboard!**)
- **Activity Feed** – See what people are saying, view and share photos, and make connections
- **Agenda** – view the full schedule and related information
- **Users** – see who's at the event and connect with them
- **Exhibitors** – use the interactive map to locate exhibitors
- **Leaderboard** – climb the Leaderboard for a special prize!

\* **Learning Session Evaluations:** Session feedback is invaluable to ASHHRA and the ASHHRA conference speakers. In order to continue delivering exceptional education each year, please take a moment to complete your learning session's survey in the mobile app. Simply go to the Agenda, click on the learning session, then click on Session Evaluation, complete the brief survey and you're done!

► **Conference WiFi**

WiFi is provided for attendees throughout the conference area. Use the following information to access it:

Network ID: **ASHHRA18**

Password (*all caps*): **INTEGR8!**

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► **ASHHRA Resource Center**

This isn't just any Resource Center, it's a full service information station. It has books by renowned authors in the field of health care HR, tools, resources and survey reports to reference. Learn how you can get the most from your membership.

► **Cyber Café & Tech Bar**

Need assistance with the mobile app? Visit the Cyber Cafe & Tech Bar, where you can also print your boarding pass before you fly out.

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► **Charging Station**

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**RESOURCE CENTER / CYBER CAFÉ & TECH BAR / CHARGING STATION**

**THIRD FLOOR (by Registration)**

<b>SATURDAY &amp; SUNDAY</b>	7:00 a.m. – 6:00 p.m.
<b>MONDAY</b>	7:00 a.m. – 4:00 p.m.
<b>TUESDAY</b>	8:00 a.m. – 12:00 p.m.



► **60 Second Volunteer Challenge**

**Saturday, 12:00 – 1:15 p.m.**

**THIRD FLOOR (by Registration)**

**Join Fidelity Investments for the first ever 60 Second Volunteer Challenge!** Make a difference in just one minute by deciding which local projects get sponsored on **DonorsChoose.org**.



DonorsChoose.org makes it easy for anyone to help a classroom in need. Public school teachers from every corner of America create classroom project requests, and you can give any amount to the project that inspires you.

**THE CHALLENGE**

Fidelity will be at the Registration area on Saturday, from 12:00 to 1:15 p.m., with cards preloaded with \$10 along with iPads for you to select which projects will receive funding.

After Saturday, you may also **visit Fidelity Investments in booth #510** in the Exhibit Hall to see if there are any donation cards remaining.

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► **Regional Breakfast**

**Sunday, 8:00 – 9:00 a.m.**

**BALLROOM A**

Enjoy breakfast with other attendees in your region. Meet your ASHHRA Regional Consultant, hear a region update, and network with fellow chapter representatives. Celebrate the accomplishments of outstanding chapter individuals as they receive their ASHHRA Chapter Awards.

See *ASHHRA Regions map* and *page 17*.

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► **Exhibit Hall  
Lunch and Pittsburgh Mixer**

**HALL A /2nd floor**

The exhibitors play a pivotal role in the success of the ASHHRA conference. Thank them by visiting their booths and learning what they have to offer.

Lunch will be in the Exhibit Hall Sunday and Monday. Show exhibitors your appreciation by coming back Sunday afternoon for the Mixer to network and enjoy refreshments.

Be sure you check out the **Prize Board in booth #450** to see if your name was picked in one of the exhibitor’s drawings and claim your prize!

**EXHIBIT HALL HOURS:**

<b>SUNDAY</b>	Exhibit Hall/Lunch	10:45 a.m. – 1:00 p.m.
	Pittsburgh Mixer	4:00 – 6:00 p.m.
<b>MONDAY</b>	Exhibit Hall/Lunch	12:00 – 2:45 p.m.

► **ASHHRA Center for Excellence**

Located in the Exhibit Hall, the Center for Excellence offers knowledge sharing and information on ASHHRA benefits, resources and services. Meet the ASHHRA board and committee members, and learn how you can become an ASHHRA volunteer leader. Meet and greet fellow CHHRs in the **Certification Circle** or take the opportunity learn more about CHHR certification.

Make sure your completed entry form for the **Passbook to Prizes** is in the raffle drum before **2:30 p.m. on Monday** for your chance to win one of the many exciting prizes!

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► **Headshot Lounge** **NEW THIS YEAR!**

Need to update your headshot? Head over to the **Headshot Lounge sponsored by TIAA in the Exhibit Hall!** This lounge is open to all conference attendees to get a professional headshot taken by our headshot photographer, Kaela. The lounge is open during exhibit hall hours and offers an environment to connect with colleagues, mirrors and amenities to make sure you’re looking your best, charging stations for your devices or just relax. After your headshot is taken, you will be able to download your photo from a dedicated website so you can refresh all of your social media profiles! **Booth # 949 in the Exhibit Hall.**



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► **Sunrise Yoga**

**6:00 – 7:00 a.m.**

**SUNDAY** at the Westin Hotel, Butler Room

**MONDAY** at the Omni Hotel, 17th floor

Start your day off right with Sunrise Yoga. All conference attendees are welcome and mats will be provided. There’s no cost to attend and classes will be led by a certified yoga instructor. A healthy start to your day means you’ll have the strength to tackle any recruitment and retention challenges that may come your way!

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► **Social Event:**  
**Show Your Team Pride at PNC Park**

**PNC Park** Sunday, 7:00 – 9:30 p.m.

Join your fellow attendees for a true Pittsburgh experience at PNC Park! Centrally located in downtown Pittsburgh, PNC Park is just a short distance from both the Westin and Omni Hotels.

**Show Your Team Pride!** Get ready to have a great time at this highlight conference event! **Be sure to wear your favorite team's jersey/logo wear (any sport),** and enjoy food, music and drinks along with games and activities!

**Shuttle and Walking Information**

Ticket holders can walk to the venue or take advantage of shuttles leaving from both the Westin and Omni Hotels. Shuttles will begin boarding at 6:45 p.m. Return shuttles will begin boarding at 8:30 p.m., and continue at 15 minute intervals. The last shuttle will depart PNC park at 9:30 p.m.

For those walking (approximately 15 minutes), the ASHHRA entrance at PNC Park is the Press/Media Entrance located on West General Robinson Street. Look for the ASHHRA Social Event sign and the ASHHRA greeters.

**A ticket is required for each person to enter the Social Event venue. Your ticket(s) is included with your badge.**

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# About Pittsburgh

A mid-size city with a small-town feel, Pittsburgh is a place you will remember! Set between the Monongahela and Allegheny Rivers and a mountain ridge called Mt. Washington, the city is rated a must-see destination by *Harper's BAZAAR*.



Biking North Shore Path

Accessibility is an important part of Pittsburgh. It is easily walkable with culture, entertainment, outdoor activities, world class hotels and fabulous dining all nestled within 30-square-blocks. Or hop on the subway system or bus for a complimentary ride throughout the entire downtown area and the North Shore.

The city has proven itself to not only be accessible and convenient but also to be a food and brew mecca. Pittsburgh was named the No. 1 food city by Zagat and is currently the fourth best city for foodies by Smart Asset, noting, "Pittsburgh is climbing the culinary charts." With many options to satisfy any palate as well as any budget, we can guarantee you will not leave hungry.

Pittsburgh displays its transformation into a vibrant city, it has done so while remaining true to its roots. From award-winning stadiums to great views of the city and the pride of the people, there is no better place to visit.

For more information on Pittsburgh, please visit [www.visitpittsburgh.com](http://www.visitpittsburgh.com).



## OPENING CEREMONY

SUNDAY, Sept. 16

**Aneesh Chopra**

Aneesh Chopra is the former (and first) U.S. Chief Technology Officer. He is the author of the forthcoming book, *Innovative State: How New Technologies Can Transform Government* as well as the co-founder and executive vice president of Hunch Analytics, a startup focused on improving the productivity of public and regulated sectors through data analytics. In 2011, Chopra was named to *Modern Healthcare's* list of the 100 Most Influential People in Healthcare. Upon his departure, President Obama noted, "As the federal government's first Chief Technology Officer, Aneesh Chopra ... found countless ways to engage the American people using technology, from electronic health records for veterans, to expanding access to broadband for rural communities, to modernizing government records. His legacy of leadership and innovation will benefit Americans for years to come."



About the Opening Keynote:

**"Open Data, IT and Value-Based Payment:  
The (Bipartisan) Approach to Health-Care Delivery Reform"**

As the debate over the future of the Affordable Care Act rages in Washington, one set of reforms continues unabated: the movement to transform the way we deliver health care. As the first U.S. chief technology officer, Aneesh Chopra worked to align payment reform with advances in health IT and to shift to open more government-held health data—changes that are ushering in a golden era of IT-fueled care delivery innovation.

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## MOTIVATIONAL BREAKFAST

MONDAY, Sept. 17

**Jeff Glasbrenner**

Jeff Glasbrenner's opportunity in life came on July 30, 1980, when he was eight years old. On that day, Jeff was involved in a traumatic farming accident, leaving him a below-the-knee amputee. Most would call this a tragedy, but Jeff chose to embrace it by continually excelling in the athletic world — specifically wheelchair basketball, triathlons and mountaineering.



In wheelchair basketball, Jeff is a three-time Paralympian and a two-time World Champion. He has completed 25 long-distance triathlons, each consisting of a 2.4-mile swim, 112-mile bike, and 26.2-mile run. In 2010, 30 years after losing his leg, Jeff finished eight triathlons in eight months.

On May 18, 2016, Jeff achieved his greatest goal yet, when he became the first American amputee to reach the summit of Mount Everest.

About this Motivational Keynote:

**"Journey to the Top"**

In this session, Jeff talks about his life and experiences, sharing insights on overcoming challenges, adapting to change, setting and achieving goals, and always keeping a positive mindset. Jeff shares his keys to preparation and motivation: 1. Visualize it, 2. Make it real, 3. Lose the baggage, 4. Enjoy the ride.

**After the breakfast, meet Jeff and have your photo taken with him in the Exhibit Hall at the Lincoln Financial Group booth #316!**

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## CLOSING CEREMONY BRUNCH

TUESDAY, Sept. 18

### The Water Coolers

For nearly 15 years, The Water Coolers have entertained audiences around the world with their high energy, uncommonly funny, honest take on work and life. Smartphones, conference calls, kids, co-workers, and travel are just a few of the topics this group of top NYC talent turns into hilarious sketch comedy and song. They are one of the few acts to win *Event Solutions* magazine's Spotlight Awards for Entertainment of the Year multiple times.

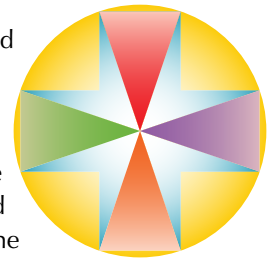


Their writing team mixes professional comedy writers with people working in the “real world” to deliver an authentic and funny take on work. The performing cast is made up of New York professionals with resumes including top comedy clubs like Igby's, the Improv, the Comic Strip, and the Icehouse as well as many Broadway production

About the Closing Keynote:  
**“Getting to Great Performance”**

The focus of the keynote is designed to help people recognize issues in the workplace and then provide tactics to manage issues related to personal and team performance.

Each Learning Session has been defined with professional identifier symbols from the **ASHHRA HR Leader Model** as defined below. Before you decide which sessions to attend, reflect on the professional challenges you have faced in your role as an HR professional in the past year, then match your career needs to the wide and varied range of choices.



#### HR LEADER MODEL / PROFESSIONAL IDENTIFIERS

-  **HR Delivery**  
*HR Leaders “Reach Beyond the Expected”*  
Select sessions with this symbol when you are seeking information on integrating the “people” side of health care with organizational business structure.
-  **Healthcare Business Knowledge**  
*HR Leaders “Embrace New Learning”*  
Select sessions with this symbol when you want to demonstrate cross-functional capability, health care knowledge and strategic vision for your organization.
-  **People Strategies**  
*HR Leaders “Lead with the Heart”*  
Select sessions with this symbol when your goal is to create and implement operating models and structures that support a high-performance culture of care for employees.
-  **Community Citizenship**  
*HR Leaders “Raise Their Voices”*  
To better connect employers with employees and link both to customers and communities, select sessions with this symbol.
-  **Personal Leadership**  
*HR Leaders “Exemplify Excellence”*  
Select sessions with this symbol when you accept the personal challenge to hold yourself to a higher standard than expected by others and serve as a model for excellence.
-  **Strategic Business Management Credit**  
This program has been submitted to the HR Certification Institute for review for general recertification credit hours and strategic business management recertification credit hours, indicated throughout the program by this symbol. *See details on page 61.*

**SATURDAY 9.15.2018****7:00 a.m. – 6:00 p.m. REGISTRATION**

Resource Center, Cyber Café & Tech Bar  
and Charging Station

**7:45 – 8:15 a.m.****NETWORKING BREAKFAST**

for Preconference and Chapter  
Leadership Workshop (CLW) attendees

**ROOM 317/318**

**Join your peers at 7:45 a.m. for a light breakfast.** Your pre-selected sessions will begin at 8:30 a.m. **Take a break at 12:00 p.m.** and connect with your peers over lunch. **At 1:30 p.m.,** head back to your session to conclude the day with the final presentation or, if you have pre-registered, take the CHHR exam at 2:00 p.m.

**CHAPTER LEADERSHIP WORKSHOP**

**ROOM 316**

**8:30 a.m. – 11:45 p.m.**

The Chapter Leadership Workshop (CLW) is designed exclusively for ASHHRA affiliated chapter leaders. Learn, network, exchange information and seek direction on health care HR issues you face at the local level. Chapter leaders will learn about chapter operations, governance, membership recruiting and general HR resources.

**A1: ACCREDITATION & COMPLIANCE WORKSHOP**

**ROOM 305**

**8:30 a.m. – 3:45 p.m.**

**Mark Crafton**

*Executive Director, State & External Relations of  
The Joint Commission*

**Patrick Horine**

*CEO, DNV-GL Healthcare USA*

**Mark C. Barabas, FACHE**

*Surveyor, HFAP (Healthcare Facilities Accreditation Program)*

**SESSION ONE:** 8:30 – 11:45 a.m.

**SESSION TWO:** 1:30 – 3:45 p.m.

The Joint Commission, DNV and HFAP are the leading accrediting providers for CMS. In this workshop, Mark Crafton, Mark Barabas, and Patrick Horine will discuss compliance

standards for their respective organizations and review new standards set forth by CMS.

Health systems change providers for various reasons. Learn what each accreditor requires during audits to ensure a successful pass rate. This will save time and money for your organization and team.

*Participants will receive a Certificate of Knowledge demonstrating your comprehension of compliance requirements.*

**OBJECTIVES:**

- Gain a deeper understanding of compliance standards
- Analyze which CMS approved organization meets your organizational needs
- Learn about current regulations that may affect your institution.

**A3: CHHR STUDY SESSION**

**ROOM 301 8:30 a.m. – 11:45 p.m.**

**Marie Stehmer, CHHR**

*Senior Director, Human Resources,  
PeaceHealth Sacred Heart Medical Center at RiverBend*

**Gary L. Pastore, CHHR, MSL**

*Director of Human Resources and Senior Business Consultant,  
HonorHealth Scottsdale Shea Medical Center*

Increase your chances of passing the CHHR exam by joining this interactive study session, facilitated by current credentialed CHHR instructors. The study session will provide in-depth preparation for those preparing for the CHHR exam offered both during conference and throughout the year.



During the study session, participants will:

- Engage in interactive learning through participant teach-back opportunities
- Receive a CHHR Study Guide developed by ASHHRA
- Review identified best practices for each domain
- Review and discuss each learning competency and its real world applications.

#### OBJECTIVES:

- Build on knowledge and ability to apply basic concepts in the delivery of health care from the perspective of consumers, employees and other stakeholders
- Recognize and identify operating models that support the alignment of organizations
- Demonstrate and explain the HR Leader Model in an everyday context.

**The exam will be from 2:00–4:00 p.m. in Room 302.**

#### A4: EXECUTIVE SYMPOSIUM: WORKFORCE STRATEGIES

 ROOM 310/311 8:30 a.m.–3:45 p.m.

#### Kurt Baumberger

*Author and Professor, Duke University*



#### Kathleen McComber, MA, SPHR, SHRM-SCP, CCP, CBP

*President at The HEART Group*

#### Laura Castellanos

*Associate Director, Health Research & Educational Trust (HRET)*

#### Alan Butler

*Senior Vice President, Healthcare Security Operations*

#### Elaine LaRochelle

*Director of Facilities, Grande Ronde Hospital*

This Executive Symposium is tailored for strategic decision makers. This two part workshop addresses workforce needs from an implementation level.

**SESSION ONE:** 8:30 – 11:45 a.m.

#### Hospitals Against Violence Initiatives

This session will discuss the initiative of hospitals against violence and how to strategically implement effective policies, processes and procedures for your organization. Participants will gain an in-depth understanding of the ROI if such polices are implemented into their facility in addition to

learning how an act of violence personally affected a fellow CHRO professional, and steps to reduce and recognize signs of potential violence. Speakers will be represented from such organizations as the American Hospital Association (AHA), National Network of Hospital Based Violence Intervention Programs (NNHVIP) and the International Association for Healthcare Security & Safety (IAHSS)

**SESSION TWO:** 1:30 – 3:45 p.m.

#### Use Design Thinking to Improve Workforce Engagement and Satisfaction

Access cutting-edge social science frameworks, master design thinking techniques, and build innovation leadership skills in a unique partnership between Duke University and the American Hospital Association (AHA). You'll bring a real-world problem to the session and learn how to articulate the problem, map the current experience, create a prototype of your solution, and walk away with a compelling value proposition. There will even be a "Shark Tank" to pitch your solution so you'll learn how to overcome Devil's Advocate questions and pushback. More important, you'll see how to scale this approach and increase engagement across your entire organization.

#### OBJECTIVES:

- Solve complex workforce issues from both an innovative and strategic viewpoint
- Develop a workplace violence prevention program structured from current legislation
- Learn how "design thinking" and social science frameworks can help with change management.

#### NETWORKING LUNCH

ROOM 317/318

12:00 – 1:45 p.m.

All attendees are invited to the networking lunch. Dine with your colleagues to discuss health care HR hot topics and expectations for the next two and a half days.

## A5: KNOW YOUR FIELD: Debrief of Health Care Series



ROOM 303

8:30 a.m. – 3:45 p.m.

**Julia Resnick***Senior Program Manager**Health Research & Educational Trust (HRET)***Michael Ward***Senior Associate Director of Policy and Research Trends**American Hospital Association (AHA)*

Your specialty is human resources, but how much do you know about the field you work in? Know Your Field will act as a user's guide to important issues surrounding health care.

**SESSION ONE:** 8:30 – 10:00 a.m.**Patients, Not Paperwork: The Impact of Regulatory Burden on Hospitals, Health Systems and Their Workforce**

Clinicians, allied health professionals and operational leaders are spending a growing amount of their time on tasks related to compliance with regulatory mandates. While these requirements are largely intended to ensure that patients receive safe, high-quality care, the cumulative effect of mounting requirements impacts patient-clinician interactions and the workflow of nearly all hospital and health system employees.

This session will review the findings of the American Hospital Association's landmark report on regulatory burden, including that an average-sized hospital employs 59 FTEs and spends \$7.6 million each year to maintain compliance with regulatory requirements. Also, explore and encourage audience discussion of key implications, including employee job satisfaction and a declining amount of patient-focused time for physicians and nurses.

**SESSION TWO:** 10:15 – 11:45 a.m.**Social Determinants of Health: Food Insecurity and the Role of Hospitals**

*What is Food Insecurity?* According to the U.S. Department of Agriculture, food insecurity is defined as a household-level economic and social condition of limited or uncertain access to adequate food with either disrupted eating patterns or reduced food intake. Food insecurity, a determinant of health, affected more than 12.7 percent of U.S. households—that is, 15.8 million households—in 2015.

*How Are Food Insecurity and Health Related?* Adults who are food insecure are at an increased risk of developing chronic diseases, and children who are food insecure are at risk for developmental issues. This can lead to an increase in hospital readmissions and medical treatments. This session describes the link between food insecurity and adverse health issues and outlines clinical and nonclinical approaches that hospitals and health systems can use to reduce food insecurity and the stigma often associated with it.

**SESSION THREE:** 1:30 – 2:30 p.m.**Patients, Not Paperwork: Part II: How are Hospital and Health System Leaders Responding to Regulatory Overload?**

This session will explore and encourage audience discussion of key implications of regulatory burden for their workforce, including employee satisfaction and a declining amount of patient-focused time for physicians and nurses. Are there strategies to alleviate and streamline work associated with requirements? Is there evidence that policymakers and Congressional staff find especially compelling as they consider regulatory reform?

**SESSION FOUR:** 2:45 – 3:45 p.m.**Social Determinants of Health: Housing the Role of Hospitals**

*What is Housing Instability?* Each year, there are 1.48 million homeless individuals in the United States. In addition, some individuals are not homeless but live in unstable conditions. Housing instability—a term for the continuum between homelessness and stable, secure housing—can range from physical conditions such as poor sanitation, heating and cooling; exposure to allergens or pests; and substandard housing structures. Unstable access to housing and severe rent burden also contribute to housing instability.

*How is Housing Instability Related to Health?* Where people live and how people live directly affect their well-being. Research shows that individuals experiencing housing instability have limited access to preventive care and are more likely to have infectious diseases and chronic health conditions like diabetes, cardiovascular disease and chronic obstructive pulmonary disease. Homeless individuals also have a shorter lifespan. This session highlights a web of socio-economic factors that are interconnected, contribute to housing instability and influence health outcomes.

**Erica Nelson, MA**

*CEO, Nelson Performance Development, LLC*

Each session will focus on self-awareness and relationship management — two domains of emotional intelligence. This workshop creates understanding of each domain with a focus on skills in communication/feedback and influence to lead oneself and how to translate that to leading others in your departments and as human resources partners across the organization. *Participants will be awarded a Certificate of Knowledge.*

**SESSION ONE:** 8:30 – 11:45 a.m.

### **Leading Myself: Skills to Develop Myself as a Human Resources Leader**

Human resources professionals are business partners in their organizations serving as consultants and thought leaders for leaders and managers. In order to lead others, we begin with leading ourselves to develop and refine our self-awareness. This session introduces and reinforces the skills necessary to be a strong advocate for human resources at all levels in your organization in a highly interactive format. Group survey tools will be used to capture current practices from participants. Come prepared to offer ways that you maintain your own professional development while you consult with your organization's leaders and employees.

#### **Agenda: Leading Myself**

- 8:30 – 10:00 a.m.– Define what constitutes leading people including demonstrating the following: confidence, optimism, curiosity, and accountability
- 10:00 – 10:15 a.m.– Break
- 10:15 – 11:45 a.m.– Discuss your leadership approach including increasing self-awareness to use your strengths and stretch yourself in areas that may be under-utilized. Describe the characteristics of an enterprise contributor and how you view human resources as a consultant to increase employee development from individual to enterprise contributors.

**SESSION TWO:** 1:30 – 3:45 p.m.

### **Leading Others & Teams: Developing Cultures of High-Performance and Creative Work Environments**

The Aon Hewitt 2017 Trends in Global Engagement report cites the following...“2017 brings ambiguity. Organizations—and their leaders—will need to make decisions on how best to engage their employees.” High performing cultures increasingly require employees to view a larger role in the organization's success. Human resources professionals provide the direction for leaders to focus on creating and maintaining a work environment for meaningful and productive performance. This is a highly interactive format. Group survey tools will be used to capture current practices from participants. Come prepared to offer ways that your human resources department supports the ongoing development of individuals and teams to adapt to the expectations of a fast-moving business environment.

#### **Agenda: Leading Others and Teams**

- 1:15 – 2:30 p.m.– Reinforce the importance of on-going feedback and coaching  
Demonstrate effective coaching practice for leaders: deep listening and high-gain questions
- 2:30 – 2:40 p.m.– Break
- 2:40 – 3:45 p.m.– Identify ways to empower leaders to solve problems and provide support to lead teams across the organization to reinforce high performance  
Discuss strategies to break down communication barriers so that leaders at every level are having discussions to better understand how all teams support the core business

**Note:** *Resources will be provided via the conference mobile app, including current articles and handouts for use as job aids.*

#### **OBJECTIVES:**

- Improve self-awareness and relationship management
- Build upon communication/feedback and influence to lead oneself
- Learn how to translate the above skills to lead others in your department and as human resources business partners across the organization.

## A7: LEGISLATIVE &amp; LABOR WORKSHOP

ROOM 306/307

8:30 a.m. – 3:45 p.m.

**G. Roger King***Senior Labor and Employment Counsel, HR Policy Association***Philip A. Miscimarra***Partner, Morgan Lewis***Daniel V. Yager***President & CEO, HR Policy Association***David M. Bax, J.D.***Labor Consultant, IRI Consultants***Bob Long, J.D.***Consultant, IRI Consultants*

This full-day session will provide up-to-the-minute information on labor activity in health care, employment law, and NLRB decisions and activity, including an in-depth discussion of the *Janus v. AFSCME* decision. Panel discussions featuring health care executives from across the country will serve to bring these updates to life with real examples of labor activities and the strategies that work in health care.

**OBJECTIVES:**

- Current legislative and NLRB environments and the risks to your organization
- How the *Janus vs. AFSCME* ruling and organized labor's response can impact health care employers
- How to sustain momentum of your organization's cultural initiatives with the potential of organizing.

## WELCOME RECEPTION

SOUTH TERRACE

4:00 – 5:00 p.m.

**Join your fellow attendees for the Welcome Reception**

where recipients of the Gary Willis Leadership Award (GWLA) as well as the New-to-the-Profession Grant will be recognized.

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## About ASHHRA


**The American Society for Healthcare  
Human Resources Administration**

(ASHHRA) of the American Hospital Association (AHA) is the nation's only membership organization exclusively dedicated to meeting the professional needs of human resources leaders in health care.

Founded in 1964, ASHHRA is a professional membership group of the AHA and has approximately 3,000 members nationwide. ASHHRA leads the way for members to become more effective, valued, and credible leaders in health care human resources. As the foremost authority in health care human resources, ASHHRA provides timely and critical support through research, learning and knowledge sharing, professional development, products and resources, and provides opportunities for networking and collaboration. ASHHRA offers the only certification distinguishing health care human resource professionals, the Certified in Healthcare Human Resources (CHHR).

 **MISSION**

To advance health care through the support and development of a knowledgeable and connected network of human resources professionals by providing innovative resources, tools and strategies.

 **VISION**

An inspired community of health care human resources professionals that reaches its highest potential as a catalyst for positive change in an evolving health care landscape.

 **VALUES**

Trust, Collaboration, Integrity, Innovation, Leadership, Inclusion, Community and Stewardship.





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## SUNDAY 9.16.2018

6:00 – 7:00 a.m. Sunrise Yoga

BUTLER ROOM / Westin Hotel

7:00 a.m. – 6:00 p.m. **REGISTRATION**  
Resource Center, Cyber Café & Tech Bar  
and Charging Station

## REGIONAL BREAKFAST

BALLROOM A 8:00 – 9:00 a.m.

Start your day with a hearty breakfast while networking with peers in your region. Celebrate chapter award recipients, hear the 2018 update from your regional consultant and receive an overview of the conference. This is a good time for new-to-the-profession members and first-time attendees to interact.

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## OPENING CEREMONY / KEYNOTE PRESENTATION

BALLROOM B/C 9:15 – 10:45 a.m.

ASHHRA Board President **James (Jamie) E. Parsons** will welcome everyone to the ASHHRA 54th Annual Conference & Exposition. Hear about what you can look forward to in the upcoming days. Be inspired to make the most of your experience while attending learning sessions, networking, engaging with exhibitors at the exposition and taking advantage of all that Pittsburgh has to offer. Then you will hear from the dynamic keynote speaker, **Aneesh Chopra**.  
*Read more about Chopra on page 8.*

*Opening Ceremony and  
Keynote Speaker Sponsored by:*



## EXHIBIT HALL / LUNCH

HALL A 10:45 a.m. – 1:00 p.m.

The Exposition is a conference highlight with more than 160 prominent companies in health care human resources offering useful information and strategies. While visiting all the booths, enjoy participating in the **Passbook to Prizes**. Stop by the **ASHHRA Center for Excellence** to check out the fabulous prizes you could win. Your Welcome Bag contains your Passbook to Prizes brochure with details and the official rules on how to participate and engage with exhibitors.  
**Be sure to visit the ASHHRA Headshot Lounge sponsored by TIAA!**

## LEARNING SESSIONS

1:00 – 2:00 p.m.

B1.1

### Achieving Program Adoption Across a Diverse Workforce at Nebraska Medicine

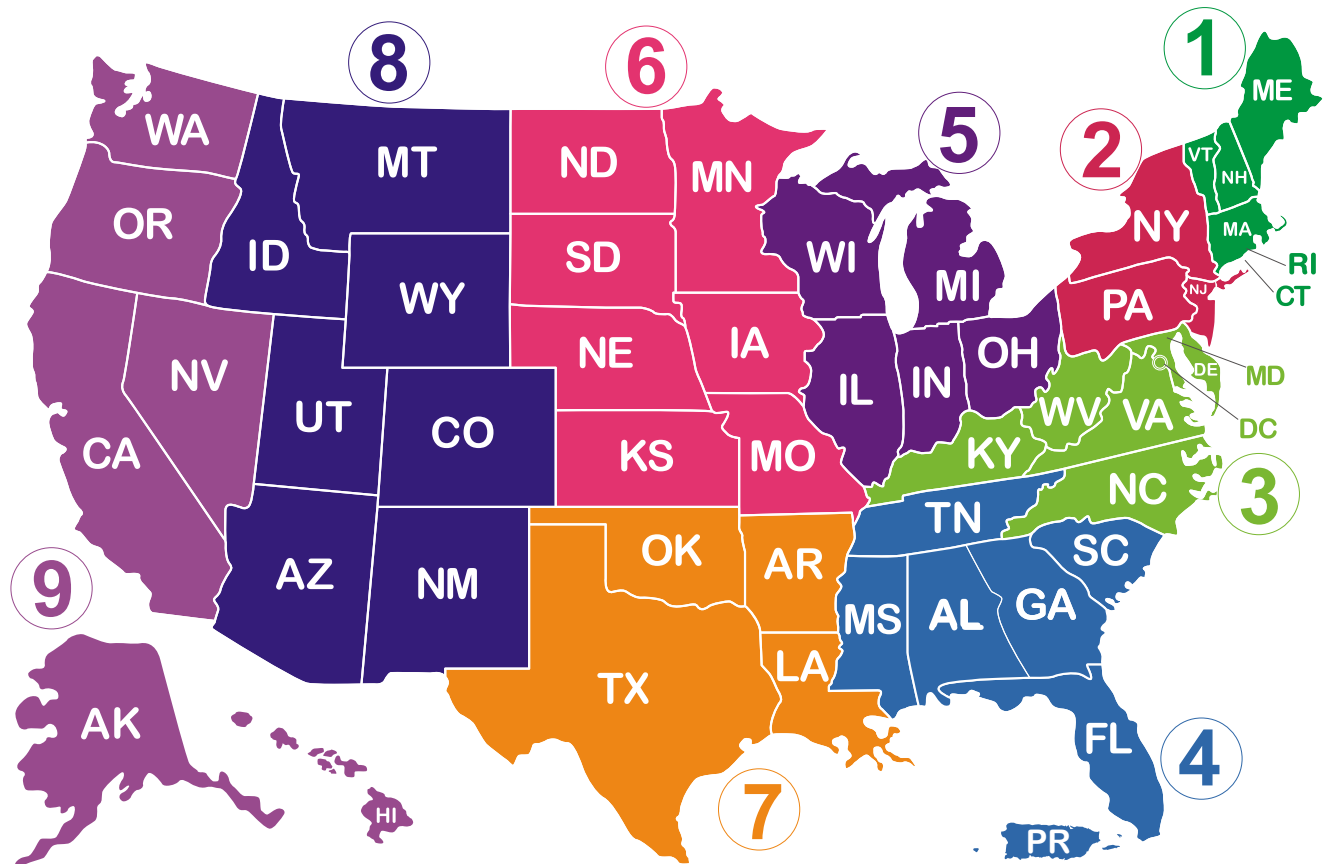
 ROOM 301 1:00 – 2:00 p.m.
**Laurie Willburn***Director of Total Rewards and HR Operations, Nebraska Medicine***Joe Larocque***Vice President of Solutions, GuideSpark, Inc.*

When Nebraska Medicine replaced their PPO with CDHPs, developing a comprehensive employee communication strategy was key to success. Learn how they used a marketing-style communication campaign to reach 100 percent of employees and exceed enrollment expectations by 40 percent. Their winning approach included a multi-week campaign, consumer-grade content experiences, and clear calls-to-action.

**OBJECTIVES:**

- How Nebraska Medicine modernized their employee communication to engage employees in their new benefits program
- Strategies for engaging and activating a nondesk and dispersed workforce
- Why a multi-channel, multi-format approach is more important now than ever before.

# ASHHRA Regions by State



## REGION 1

Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island, Vermont

## REGION 2

New Jersey, New York, Pennsylvania

## REGION 3

Delaware, District of Columbia, Kentucky, Maryland, North Carolina, Virginia, West Virginia

## REGION 4

Alabama, Florida, Georgia, Mississippi, Puerto Rico, South Carolina, Tennessee

## REGION 5

Canada, Illinois, Indiana, Michigan, Ohio, Wisconsin

## REGION 6

Iowa, Kansas, Minnesota, Missouri, Nebraska, North Dakota, South Dakota

## REGION 7

Arkansas, Louisiana, Oklahoma, Texas

## REGION 8

Arizona, Colorado, Idaho, Montana, New Mexico, Utah, Wyoming

## REGION 9

Alaska, California, Hawaii, Nevada, Oregon, Washington

## LEARNING SESSIONS

1:00 – 2:00 p.m. *continued*

B1.2

**Ask the Experts Panel: Emerging Leaders****James Offenberger***Compensation Specialist, Marietta Memorial Hospital***Greg Maras***Vice President, Human Resources, Meadville Medical Center***Valerie Colyer, CHHR***Director, Human Resources, Nortin Community Hospital***Emily Endert, CHHR, SPHR, SHRM-SCP***Director, Human Resources, Covenant Woods*

“Ask the Experts” are sessions led by respected professionals who are considered to be experts on their topics. You will have the opportunity to interact, engage and ask thought-provoking questions during these sessions.

**The Emerging Leaders session is an ASHRA first!** Students who are pursuing a degree in human resources have been invited to attend the conference as special guests. They will have an opportunity to ask questions of professionals in the field. While this session is geared towards the students, early careerists are welcome to join the session.

**OBJECTIVES:**

- Encourage open dialogue to support the workforce pipeline
- Network with fellow early careerists
- Gain an inside knowledge of expectations within health care human resources.

B1.3

**Consumerism: Today's Employee Engagement Imperative****Cathy Fraser, MBA***Chief Human Resources Officer, Mayo Clinic*

Mayo Clinic is known for its personalized patient experience, with its employees living Mayo's primary value, “The needs of the patient come first.” Therefore, it's natural to extend the

experience approach to its employees, with initiatives that recognize the varying needs and interests of Mayo's 65,000 employees over their careers. Learn about the innovative work that Mayo Clinic is pursuing on behalf of its consumers/employees, including social affinity groups, personalized well being programs, and individualized benefits concepts. You will learn how HR has embraced the mindset of the employee life cycle, recognizing how needs and interests change over a lifecycle in designing and delivering its people programs.

**OBJECTIVES:**

- Consider an elongated employee life cycle in planning your future workforce
- Incorporate a “consumer mindset” in your employee programs
- Broaden your definition of workforce, including your digital employees.

B1.4

**Emergency Preparedness for HR Professionals****Linda Wenze, Ph.D.***Coordinator of Emergency Preparedness Planning, Nassau-Suffolk Hospital Council, NORMET*

Hospital staff members are often challenged to deal with emergencies in the hospital. These may be weather events, pandemics, mass violence incidents, or other emergencies. This presentation will discuss the HR aspects of these emergencies so that HR personnel are better prepared to plan for, and respond to, personnel challenges post-event.

**OBJECTIVES:**

- Increased understanding of impacts on staff of a variety of emergencies that occur in health care organizations
- Increased insight into support that can be provided to staff to increase their preparation for, and resilience after, emergencies
- Increased awareness of the unique impact on staff of active shooter incidents at the facility or in the surrounding community.

B1.5

## Meeting the Challenge of Benefits Communications and Making a Difference in Outcomes



ROOM 315

1:00 – 2:00 p.m.

**Tom Rylko, MBA**

*Director of Compensation, Benefits and Employee Health Services, Ann & Robert H. Lurie Children's Hospital of Chicago*

**Joseph Nordmark**

*Managing Director, Institutional Retirement, TIAA*

Your employees are bombarded every day with a multitude of messages competing for mindshare. In this age of information overload, how can you cut through the clutter and ensure your benefit communications are hitting the mark? During this session, Lurie Children's Hospital shares the outcome from its latest benefits communications campaign and, together with TIAA, provides best practices and unique approaches to help you get the most out of your communication efforts.

Learn what is important to your employees and how to effectively communicate to a multi-generational employee population; and why it's important to understand employee demographics, attitudes and preferences.

### OBJECTIVES:

- What is important to your employees and how to effectively communicate to a multi-generational employee population
- Why it's important to understand employee demographics, attitudes and preferences
- How to measure program results and collect feedback.

B1.6

## That's Not My Employee: Outsourcing Without Worker Misclassification Problems



ROOM 304

1:00 – 2:00 p.m.

**Heather Mehta, J.D.**

*Associate, Greensfelder, Hemker & Gale, P.C.*

Outsourcing services including housekeeping, laundry and food service is common in the health care sector. Hospitals have even begun outsourcing employees who perform core competencies, such as clinical and emergency services. Outsourcing can raise an important question for your benefits administration: Are these workers no longer employees?

Who employs workers is based on more than who signs the paycheck. Improperly classifying workers as non-employees could lead to Department of Labor investigations and class action lawsuits. Learn what factors determine whether a worker is your common law employee and how to structure outsourcing without falling into a worker misclassification trap.

### OBJECTIVES:

- Learn standards for identifying common law employees
- Learn standards for co-employment
- Identify ways to outsource without legal and other problems.

B1.7

## Young and Healthy? Why Employers Need Preventive Health Programs for Their Younger Workforce



ROOM 310/311

1:00 – 2:00 p.m.

**Kate Wolin, ScD, FACSM**

*Chief Science Officer, Interactive Health*

**Kathryn Foulser, ND, MPH**

*Manager, Rush System for Health*

Adults younger than 35 account for more than a quarter of the nation's workforce. A common misconception is that organizations employing young adults don't need preventive health programs because they are already healthy. In this session, commonly held misperceptions about the value of comprehensive employee preventive health programs for young adult workers will be debunked! Kate Wolin, Chief Science Officer with Interactive Health and a member of the Choose Health wellness program leadership team at Rush System for Health will use member data to illustrate the need to keep younger employees healthy. These co-presenters will share how you can increase young worker productivity, lower medical costs and improve the quality of patient care with a comprehensive prevention strategy.

### OBJECTIVES:

- Debunk 3 common misconceptions about the health of our young workers
- Illustrate the value of comprehensive wellness program for young adults
- Share best practice strategies for the entire population to improve health outcomes.

## LEARNING SESSIONS

2:10 – 3:10 p.m. *continued*

B2.1

**Six Evidence-Based Steps to Improve Staff Engagement, Patient Care and the Bottom Line**
 ROOM 302 2:10 – 3:10 p.m.
**Dr. Tom Muha, MA, Ph.D.***Positive Organizational Psychologist, PROPEL Institute*

Health care organizations are confronting rapid change cycles, challenging budget constraints, 65 percent employee disengagement, and a burnout rate among MDs at 46 percent and RNs at 63 percent. There are over 15 million preventable medical errors that occur in the U.S. every year, resulting in more than 400,000 deaths.

The PROPEL performance improvement program has been proven in IRB-approved research at major academic medical centers to significantly improve the quality of health care delivery. When health care providers apply the 6 PROPEL Positive Psychology Principles, they are able to foster higher levels of personal well-being and professional collaboration—which studies show leads to higher quality, more cost-effective patient care. Several case studies will demonstrate how to create interdisciplinary teams that align with leadership to achieve remarkable results.

**OBJECTIVES:**

- Understand the causes of burnout, turnover and preventable errors
- Learn how applying 6 Positive Psychology Principles restores high performance
- Discover an evidence-based approach for effective change management.

**HR Leader Model / Professional Identifiers**

B2.2

**Discovering the “Essence” of a Candidate Prior to Hire**
 ROOM 301 2:10 – 3:10 p.m.
**Kristena Lukish, BS, MS, SPHR***Vice President, Human Relations, The Johns Hopkins Health System***Michele Sedney, BS, MS***Senior Director, Central Talent Acquisition, The Johns Hopkins Health System***Joe Marino, BS***Senior Vice President, Human People Solutions*

Discover how a large health care system partnered with an organization recognized as one of the Top 35 Most Engaged Workforces Worldwide in order to combat serious annual turnover and low employee engagement. Using a formal panel procedure, supervisors incorporated four questions into the interview process that subtly and sensitively, but effectively, lead candidates to relate accurate information regarding their prior career performance thus determining the “essence” of the individual. Based on this information, hiring managers are better able to judge “culture-fit” as well as needed job skills.

**OBJECTIVES:**

- Discuss the way in which a formal structured interview procedure can uncover candidates’ “Essence”
- Implement four interview questions that encourage candidates to share truthful information about their “fit” to your organization
- Conduct panel interviews geared to increase employee retention, satisfaction and effectiveness.

B2.3

**Hospitals on Alert: Tragedy Planning During Uncertain Times**
 ROOM 303 2:10 – 3:10 p.m.
**Kimberly Hatchel, DNP, RN, MHA, CENP***Senior Vice President/Chief Nursing Executive, KentuckyOne Health*

Preparing for disasters has become essential in health care organizations. Even with the best preparations, it is not

possible to know how a disaster might impact well-conceived plans. This session explores the 2017 Las Vegas shooting and how the multi-disciplinary team responded. The former Chief Nurse Executive from Sunrise Hospital will discuss the experience and the possible applications for other health care organizations.

#### OBJECTIVES:

- Discuss gun violence statistics in the U.S.
- Discuss Sunrise Hospital statistics and the events of October 1, 2017
- Discuss hospital-wide efforts and lessons learned.

B2.4

### HR Service Delivery — Introducing Digital Transformation in HR Shared Services

 ROOM 304 2:10 – 3:10 p.m.

**Jamie Schmitgen, SHRM-SCP**

*Chair, People Services, Mayo Clinic*

The digital revolution will disrupt almost every industry. HR leaders are being challenged to lead the digital transformation by exploring new technologies, platforms and ways of working. According to Deloitte's 2017 Global Human Capital Trends report, zero percent of U.S. health care providers have made significant progress in adopting cognitive and AI technologies, but 100 percent plan to do so in the next three to five years in select divisions. Learn how HR can lead the digital transformation for your organization and how Mayo Clinic HR is introducing robotic process automation and cognitive automation to change how HR does its work.

#### OBJECTIVES:

- Understanding of digital transformation
- Importance of digital transformation for HR
- Case studies of Mayo HR automation efforts.



Expand the conversation!  
#ashhra18

B2.5

### Starting the Dialogue: Depression in the Workplace

 ROOM 317 2:10 – 3:10 p.m.

**Carol Kivler, MS, CSP, CMT**

*President, Kivler Communications*

It's time for an open dialogue about depression in the workplace. An estimated one in five Americans 18 and older suffer from a diagnosable mental illness. The number one cause of adult disability worldwide is psychiatric disease. Depression is a major business issue. The decrease in productivity, increased errors, absenteeism, short term and long term disability cause staggering financial losses to corporate America. Depression (and mental illness) is a secret that no one wants to talk about for fear of being labeled, judged, marginalized and negatively impacted at work. American businesses are not addressing this increasing and pervasive problem.

Carol Kivler starts the dialogue about depression in the workplace. She brings a unique perspective to this subject. As an international corporate trainer and international executive coach with an MS in Human Resource Education, as well as a consumer, who has lived with clinical depression for over 20 years, Carol understands both sides of the equation. She equips employers with strategies to create an atmosphere that respects and responds to a workforce directly or indirectly affected by depression. Further, she addresses the stigma that prevents employees from admitting they are suffering from a mental illness.

#### OBJECTIVES:

- Identify the signs and symptoms of depression in the workplace.
- Understand the difference human resource professionals can make in altering the impact of depression and incorporate strategies to address employee depression.
- Establish the need for employee self-awareness and educational programs as part of a company-wide strategy.

## LEARNING SESSIONS

2:10 – 3:10 p.m. *continued*

B2.6

**Toxic Staff: The Vampires@Work**

ROOM 315

2:10 – 3:10 p.m.

**GeGe Beall, SPHR, SHRM-CP, FACHE, EQ-i***Owner, Engaged@Work*

Everybody at work knows who they are. They can list them by name. They talk about them, they are victimized by them, and they may even miss work to avoid them. We are talking about Toxic Staff. What employees really wonder is why their leaders aren't managing the toxic and why they allow them to negatively influence our teams, our companies and in the end, our bottom lines. In this session, we'll talk about the power of these vampires, their impact and what we can do to diminish their influence.

**OBJECTIVES:**

- Identify the characteristics and skills of the toxic
- Assess the impact of the toxic to the organization, team and leader reputation
- Discuss four major antidotes to toxicity and create a plan for managing the toxic.

B2.7

**When You Can't Ask: How to Deal with Salary Negotiations**

ROOM 315

2:10 – 3:10 p.m.

**Judy Kirby, CPC***President, Kirby Partners***Jordy Rabinowitz, J.D.***Senior Vice President, Human Resources,  
Westchester Medical Center*

Legislation restricting inquiries into a candidate's salary history recently enacted in many states and cities raises numerous issues for both sides in the hiring process. Such concerns start at the most fundamental level — how can you make an offer that will be accepted when you don't know what the candidate is making — to more complicated issues such as liability, scripting, use of search firms, etc.

Discussing the impact on organizations and HR managers in 2018, this presentation will keep you informed on the latest city, county, and state laws on salary history questions. Even if your facility isn't in an area where you can't ask, complying with the intentions of these laws aimed at improving pay equity is critical. These changes make it more important than ever that health care organizations offer a competitive salary and objectively set criteria defining the factors that will drive a higher or lower compensation package. Understanding candidate motivation and personal requirements are key to negotiating for a win-win and hiring the right person.

Presenters will discuss strategies and tactics for health care organizations looking to stay at the forefront of these changes and attract the best candidates.

**OBJECTIVES:**

- Understand the intent and scope of the salary history ban legislation
- Describe the impact of the salary history ban on hiring
- Identify strategies for negotiating job offers that will be accepted.

## LEARNING SESSIONS

3:20 – 4:20 p.m.

B3.1

**Finding a Cure: How St. Jude Attracts World-Class Talent in a Competitive Hiring Environment**

ROOM 301

3:20 – 4:20 p.m.

**John Leech***Director of Talent Acquisition, St. Jude Children's Research Hospital***Josh Wright, CFA***Chief Economist, iCIMS*

In a tightening labor market jobs are harder to fill, requiring more time and money to hire best-fit talent. This is perhaps most apparent within the health care field where the demand for services is expected to swell in the coming years while the supply of providers is decreasing, creating a critical talent shortage.

Strong talent pools of passive candidates ensure that an organization always has a pipeline of talented and qualified



candidates to select from when a role becomes available. St. Jude Children's Research Hospital is engaging passive candidates in a unique way to attract the brightest minds and strongest hearts.

Recruiters at St. Jude are using a targeted approach to cherry pick for specific, and often very unique skill sets. Through recruitment marketing, recruiters send tailored messages and track progress throughout the hiring process, leading to a more focused and effective talent pipeline.

#### OBJECTIVES:

- Analyze health care hiring data to gain an understanding of the hiring landscape and find new ways to enhance the candidate experience and stay competitive
- Explore how fellow HR practitioners develop tailored content for recruitment marketing, and leverage data analytics to improve the quality of pipelined talent
- Introduce best practices and communication strategies for CRM tools to build connections, using metrics to refine strategies and employ a powerful TA suite to unify talent data.

B3.2

### Going Beyond the Usual Suspects: Unleash the Power of Quiet Leadership

 ROOM 302

3:20 – 4:20 p.m.

#### Stephanie Speights, Ph.D.

*Vice President & Chief Learning Officer, Children's Health*

The “usual suspects” who are nominated for high-potential leader programs are often those who are the most outspoken. But your most powerful leaders may be the people quietly working behind the scenes. Learn how Children's Health restructured talent reviews and its high-potential program to unleash the power of quiet leaders.

#### OBJECTIVES:

- Identify your organizations stage in the “evolution” of high-potential programs
- Ask important questions to bypass predictable traps in the hi-po selection process
- Adapt programs to accelerate the impact of “quiet” potential

B3.3

### There's a Stat for That: BLS Resources for the Health Care HR Professional



ROOM 316

3:20 – 4:20 p.m.

#### Gerald Perrins

*Assistant Regional Commissioner of Compensation Programs,  
U.S. Department of Labor–Bureau of Labor Statistics*

Did you know...the Bureau of Labor Statistics (BLS) has a wealth of wage and benefits data and tools available—for free—to assist the human resources professional? This presentation will feature the range of data available from our Employment Cost Index, Employee Benefits Survey, Occupational Employment Statistics programs, and more. It will also highlight their many uses, including comparing industry and occupational wage rates, analyzing pay increases and evaluating benefit plan costs and provisions.

#### OBJECTIVES:

- Understand the range of BLS programs and data sets, specifically those providing wage and benefit data
- Learn to use BLS data to compare wage rates and analyze benefit packages
- Explore the availability of data sets and tools on [www.bls.gov](http://www.bls.gov).

#### REMEMBER:

#### Learning Session Evaluations



Simply go to the **Agenda** in the conference app, click on the learning session and then click on Session Evaluation. Complete the brief survey and you're done!

## LEARNING SESSIONS

3:20 – 4:20 p.m. *continued*

B3.4

### The New Face of Labor— How Unions are Using the Janus Decision to Reinvigorate Organizing Campaigns

 ROOM 304 3:20 – 4:20 p.m.

**Tami Denney, MBA**  
*Consultant, IRI Consultants*

The expected and confirmed Janus decision by the Supreme Court has forced labor unions to rethink their business model. The result is a reinvigoration of community groups and the tactic of salting the targeted workforce. Both of these tactics put your organization at risk of a union organizing campaign. Gain in-depth knowledge of these tactics and how best to protect against them.

**Repeats on Tuesday, 9:15 – 10:15 a.m. (D3.4)**

#### OBJECTIVES:

- Learn how unions use community groups to organize patients as part of their corporate campaign
- Learn how unions are using Salts to infiltrate the workforce to drive interest in union representation
- Learn how to protect your organization from Salts and why it's important to educate employees on the risk of unionization.

B3.5

### University of Chicago Medicine's Plan for Future Talent Needs: Strategic Workforce Planning and Analytics

 ROOM 316 3:20 – 4:20 p.m.

**Dan Lezotte, Ph.D.**  
*Principal, Workforce Strategy & Analytics, Mercer*

**Mandy Frank, BA**  
*Director, People Strategy, UChicago Medicine*

As health care organizations manage challenges that come with growth and expansion, critical skills gaps and weak

talent pipelines, it's becoming ever more important for them to take a strategic and analytics-driven approach to workforce planning.

Examine the five critical steps Mercer took to help University of Chicago Medicine (UCM) to identify risk factors driving talent gaps and develop an analytics-driven workforce plan to ensure long-term organizational success:

- Translating business forecasts into talent demand
- Projecting internal supply of talent
- Identifying external talent supply
- Performing gap analyses and risk assessments
- Developing a prioritized action plan

Learn UCM's experience in implementing new processes and plans to address future talent gaps for critical roles and the insights uncovered along the way.

#### OBJECTIVES:

- Understanding of the disruptive forces that are changing the health care field and their impact on talent risks for health care organizations
- Knowledge of a structure and proven process for conducting strategic workforce planning
- Insights from strategic workforce planning conducted by UChicago Medicine.

B3.6

### Updating Your Employment Handbook and Harassment Training to Include the LGBT Workforce

 ROOM 317 3:20 – 4:20 p.m.

**Kelly Bunting**  
*Shareholder, Greenberg Traurig LLP*

Learn about the status of the law regarding LGBTQ employees, and what the employer's responsibilities are when it comes to updating their Employee Handbook and internal harassment and discrimination training. Significant changes have taken place in federal law, but that's not all — many states have their own laws regarding protection in the workplace for LGBTQ employees, including transgender employees or those making the transition. In addition, municipalities in several states have their own laws as well, creating a minefield for the unwary HR practitioner. This session also includes a sample transgender/transition policy and a list of state laws, as well as specifics on how to adjust

your harassment and discrimination training.

**OBJECTIVES:**

- Understand the changing legal landscape regarding federal, state and local laws designed to protect LGBTQ employees from harassment and discrimination
- Get practical tips on assisting transgender or transitioning employees, as well as their co-workers
- Learn why up-to-date harassment and discrimination policy is so important in preventing liability

B3.7

**Using Data and Artificial Intelligence (AI) to Improve Patient and Financial Outcomes**

ROOM 315 3:20 – 4:20 p.m.

**Myra Norton, MA, MS**  
*President and COO, Arena*

**Carol Farris, MSHR, SPHR, SHRM-SCP**  
*Director Talent Acquisition & Management, Regional One Health*

People are the heart of health care. They are the key factor in driving patient and financial outcomes and they account for half of the operating costs at a typical hospital. Over the last several years, business professionals have been using data, AI and predictive analytics to help hospital leaders substantially improve both patient and financial outcomes. The presenters will review pre- and post-analyses and comparisons against control groups to illustrate the impact that AI and predictive analytics can have on organizational and nursing outcomes.

Most health care organizations are already using data and predictive analytics to predict clinical outcomes like hospital readmissions, hospital acquired infections, and adverse reactions. Amazon and Netflix are using these same techniques to predict the most likely product we will purchase or entertainment we will watch. This learning session will detail how to use these techniques to predict which candidates will improve patient and financial outcomes like employee retention, patient satisfaction, employee engagement and hospital readmissions.

**Repeats on Monday, 3:00 – 4:00 p.m. (C3.7)**

**OBJECTIVES:**

- Importance of predictors in pre-employment assessments
- Identifying your organization’s specific people needs
- Lessons learned.

**PITTSBURGH MIXER / EXHIBIT HALL**

HALL A 4:00 – 6:00 p.m.

After your day of learning, come back to the exhibit hall and socialize with the exhibitors at the **Pittsburgh Mixer!** Take this time to ask follow-up questions and to simply say, “Thank you for supporting ASHHRA.” While you’re at it, enjoy a beverage or two, some food, and great conversations.



**SOCIAL EVENT**

**Show Your Team Pride at PNC Park**

PNC Park 7:00 – 9:30 p.m.

Get ready to have a great time! **Be sure to wear your favorite team’s jersey/logo wear (any sport)**, and enjoy food, music and drinks along with games and activities!

**Shuttle and Walking Information**

Ticket holders can walk to the venue or take advantage of shuttles leaving from both the Westin and Omni Hotels. Shuttles will begin boarding at 6:45 p.m. Return shuttles will begin boarding at 8:30 p.m., and continue at 15 minute intervals. The last shuttle will depart PNC park at 9:30 p.m.

For those walking (approximately 15 minutes), the ASHHRA entrance at PNC Park is the Press/Media Entrance located on West General Robinson Street. Look for the ASHHRA Social Event sign and the ASHHRA greeters.

**A ticket is required for each person to enter the Social Event venue. Your ticket(s) is included with your badge.**

Cosponsored by



## MONDAY 9.17.2018

6:00 – 7:00 a.m. Sunrise Yoga

17th FLOOR / Omni Hotel

7:00 a.m. – 4:00 p.m. REGISTRATION

7:00 a.m. – 6:00 p.m. Resource Center, Cyber Café &amp; Tech Bar and Charging Station

## MOTIVATIONAL BREAKFAST / KEYNOTE

BALLROOM B/C

8:00 – 9:30 a.m.

Keep the conference energy going (and avoid a case of the Mondays!) by joining your fellow attendees at the Motivational Breakfast and keynote presentation by paralympian **Jeff Glasbrenner**.

*Read more about Jeff on page 8.*

*After the breakfast, meet Jeff and have your photo taken with him in the Exhibit Hall at the **Lincoln Financial Group booth #316!***



Breakfast Sponsored by:



Keynote Speaker Sponsored by:



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## LEARNING SESSIONS

9:45 – 10:45 a.m.

C1.1

### Developing Physician Leaders Through Executive Coaching: Impact and Challenges

\* ROOM 302

9:45 – 10:45 a.m.

**Dr. Ji Yun Kang, Ph.D.***Senior Advisor, Mayo Clinic*

A changing health care environment requires physician leaders to lead change through uncertain settings. Leading an environment that demands strong leadership identity with

a strategic mindset and interpersonal skills can be a daunting task. This involves a significant shift in mindset formed from years of medical training to that of a leader that uses influence over authority, empowerment over control and team orientation over task expertise. Coaching has shown to be a very effective tool for developing physician leaders. Mayo Clinic has embarked on a journey to create a coaching culture at an organizational level and has been successful in developing its leaders through coaching.

## OBJECTIVES:

- Utilizing metrics to measure the impact of coaching
- Future of coaching in health care
- Different stages of maturity for an executive coaching program.

C1.2

### Humanizing Medicine: Health Care with an Outward Mindset



ROOM 304

9:45 – 10:45 a.m.

**Mitch Warner***Managing Partner and Arbinger Author, The Arbinger Institute*

As the heart of health care, human resources is critical to ensuring that organizations and the individuals involved are treating people—and not just patients. But what's the best way to make this change and have it stick? With so much at stake, leaders often try to improve organizational results by prescribing key behaviors. But prescribing behaviors is like addressing the symptoms of a disease and not the cause. Rather, by diagnosing and changing the underlying mindset that drives behavior, we get at the true cause—and heart—of our organization, employees, and mission. By shifting from a self-focused, inward mindset to an outward mindset which instead focuses on results and impact on others, we see others as people, who matter like we matter, and enhance our impact. Thus accelerating results and improving behaviors naturally.

During the presentation, view case studies, new research, models, and draw on over 30 years of experience from

Arbinger in order to help new leaders succeed by changing their mindset and transforming their results.

#### OBJECTIVES:

- Understand the importance of shifting mindset to enable sustainable behavior change
- Uncover and overcome the hidden sources of resistance and conflict in the human interactions at the heart of providing health care
- Acquire practical tools to dramatically improve coworker collaboration and patient satisfaction.

C1.3

### I Hear You But I'm Not Really Listening: Feedback Triggers That Shut Us Down

 ROOM 315 9:45 – 10:45 a.m.

**Cindy Maher, BFA**

*President, Leading Edge Coaching & Development*

Interested in recognizing your own personal leadership challenges and opportunities? How well do you take in feedback? We know that feedback is essential for development, growth and healthy relationships – but most of us dread and dismiss it. That's because feedback sits at the heart of two conflicting human desires: we want to learn and grow but we also want to be accepted and respected just as we are now. Receiving feedback effectively is strongly connected to emotional intelligence, personal success, learning organizations and a high-performance culture.

This session will help HR leaders recognize why feedback frequently does not go well and practice strategies to support learning and growth (in themselves and with others). It will be delivered with the unique Leading Edge blend of theatrical scenes, skill practice, small group discussion and self-reflection.

#### OBJECTIVES:

- Recognize three major triggers that occur when you receive constructive feedback from others
- Put feedback in perspective by recognizing three core truths
- Build awareness around your own reactions to tough feedback.

C1.4

### Millennials and Mobilization: Health Care Communications in the Digital Age

 ROOM 303 9:45 – 10:45 a.m.

**Philippa Levenberg, MA, BA**

*Director, Digital Media, IRI Consultants*

**Megan Mitchell, BA**

*Communications Consultant, IRI Consultants*

With millennials expected to dominate the nurse workforce in the 2020s, there is a growing preference and inclination towards digital, social and text-based communications in the workplace. At the same time, hospitals are navigating difficult business realities as they look for ways to consolidate and cut costs. This is not only changing the face of employee communications, but has also formed fertile ground for union activity. From Facebook groups to hashtag campaigns, the explosion of social media has offered a powerful way for the labor movement to mobilize hundreds – if not thousands – of members, potential members and advocates. They have seized this opportunity in innovative, sophisticated ways to recruit and to win over millennials in particular. In this session explore some of these tactics being used in the health care field as well as offer recommendations on what companies can do prepare themselves and communicate more effectively in the digital age.

#### OBJECTIVES:

- Understanding the motivational factors for millennials in the workforce
- Understanding preferred communications methods for millennials working in healthcare
- Understanding mobilization tactics being used by the labor movement to reach millennials in health care and what employers can do to respond.

## LEARNING SESSIONS

9:45 – 10:45 a.m. *continued*

C1.5

**National Labor Relations Board: Updates for Health Care Providers**

ROOM 316

9:45 – 10:45 a.m.

**Marvin Kaplan***Member of the National Labor Relations Board,  
National Labor Relations Board***MODERATOR: G. Roger King***Senior Labor and Employment Counsel, HR Policy Association*

Marvin Kaplan, Member of the National Labor Relations Board (NLRB), will be reviewing many important and recently issued decisions by the NLRB and provide a general preview of what additional issues the NLRB might address in the future. Issues that will be covered in this session include the status of the NLRB's review of election rules and its announced initiative to establish a joint employer rule, clarification of permissible solicitation, distribution and access rules for health care employers, the current state of the law for union "successorship" in asset sales transactions, new guidelines for employer handbooks, electronic communication policies and other similar employer policies, and a number of other decisions that may have far reaching consequences for both union and non-union health care employers. Hear what additional issues and subject areas the NLRB may address in its future decisions

**OBJECTIVES:**

- Learn how to stay compliant regarding the requirements of the National Labor Relations Act
- Learn how the NLRB processes election petitions and unfair labor practice cases
- Learn of the potential for cooperation between the NLRB and the Equal Employment Opportunity Commission in defining the parameters of employee protected concerted activities.

C1.6

**Recruitment Efficiency: What Separates the Best From the Rest?**

ROOM 301

9:45 – 10:45 a.m.

**Jason Sacramento***Director, Global Solutions Architect, CareerBuilder*

Less than one in five companies studied can be classified as best-in-class in terms of recruitment efficiency. How much do you have in common with them? Where do the biggest gaps lie? What criteria should you be looking at to improve organizational efficiency and effectiveness in recruitment? Learn from proprietary research that demonstrates what best-in-class companies do to stand out, and how you can take steps toward achieving similar results in the future.

**OBJECTIVES:**

- Understand the habits, behaviors and perceptions of Best in Class Recruiting Teams
- Understand their attitude, approach and application of technology and data in the recruiting process
- Leverage some of the Best in Class Recruiting Processes to achieve similar results in recruiting efficiency and effectiveness

**HR Leader Model / Professional Identifiers**

HR Delivery



Community Citizenship



Healthcare Business Knowledge



Personal Leadership



People Strategies



Strategic Business Management Credit

C1.7

## Using Data Analytics to Build an Elite Talent Acquisition: An Adventist Health System Case Study

ROOM 310/311 9:45 – 10:45 a.m.

**Colin Lyle, RACR, CIR**

*Senior Manager, Talent Acquisition, Adventist Health System*

**David Szary, Ph.D., MBA**

*Founder, The Recruiter Academy, Senior Vice President and General Manager, The Recruiter Academy*

Implement an advanced analytics platform to measure recruitment performance across key dimensions: Quality of Hire, Speed, Productivity, Process Efficiency, Cost and Customer Satisfaction, and use data to:

- Benchmark against industry peers
- Celebrate success
- Create/drive performance improvement initiatives
- Quantify ROI to key executives within the organization

### OBJECTIVES:

- Performance Management for Talent Acquisition
- Data Analytics to drive ROI
- Talent Acquisition Benchmarking.

## LEARNING SESSIONS

11:00 a.m. – 12:00 p.m.

C2.1

## Building the BSN Workforce

ROOM 315 11:00 a.m. – 12:00 p.m.

**Donna Meyer, MSN, RN, ANEF, OADN, FAADN**

*CEO, Organization for Associate Degree Nursing*

**Tina Lear, MHA**

*National Program Director, National Education Progression in Nursing*

The need is growing for a more highly educated nursing workforce. HR leaders are challenged to assure a staff prepared to improve care delivery across all settings, contribute to cost containment, and to fill future leadership roles. Innovative new models of education are being developed to

meet these workforce needs. Participants will hear details about these models and the role of employers to expand their impact. Specific strategies will be provided to support the education of new nurses and facilitate education of the existing workforce.

### OBJECTIVES:

- Identify limitations and new possibilities within the nursing education system for meeting current and future workforce needs.
- Recognize impact of policies related to clinical placements, hiring, scheduling, and support for students in attaining the best prepared workforce
- Identify future trends in employment for the nursing profession.

C2.2

## Protest, Progress and the New NLRB — The Current Legislation Effect on the NLRA and Employee Relations

ROOM 316 11:00 a.m. – 12:00 p.m.

**Timothy Davis, J.D.**

*Managing Partner, Constangy, Brooks, Smith & Prophete LLP*

Policies are ever changing within the labor board. Discover what health care human resources professionals can expect and how to advise their organizations going forward as well as what labor unions will do to respond to the new rules from the Trump Administration.

### OBJECTIVES:

- Update on new NLRB rules on union elections, handbooks and PCA
- Understand the interaction of the law, HR and psychology on union avoidance and overall labor relations
- Learn how to develop and implement your own labor relations strategy.

## LEARNING SESSIONS

11:00 a.m. – 12:00 p.m. *continued*

C2.4

**Real World Wellness: 5 Keys to Engagement, Application and Outcomes**

ROOM 302

11:00 a.m. – 12:00 p.m.

**Brad Cooper, MSPT, MBA, MTC, ATC, CWC***Chief Executive Officer, US Corporate Wellness, Inc.***Steve Percival, MBA***Vice President of Human Resources, HealthyHR*

Have you noticed the disconnect between how a wellness program looks on a brochure or PowerPoint slide and how it plays out with employees in the real world? It doesn't need to be that way. This session will provide attendees with REAL world solutions to enhance the engagement, application, and outcomes you will be able to create through your well-being strategy.

**OBJECTIVES:**

- Understand the key difference between participation and engagement
- Identify practical steps to take to enhance your employee wellness strategy (in the real world)
- Understand a multitude of critical elements that can move a program from “box checking” to meaningful outcomes.

C2.3

**Rethinking HR for the Future of Work in Health Care**

ROOM 317

11:00 a.m. – 12:00 p.m.

**Kristina Dunphy***Director, PwC People Analytics, PwC*

HR in health care continues to focus on addressing traditional pressures such as cost control, productivity, turnover and engagement. However, additional new pressures are mounting for HR as employee preferences, demographic changes, global economic shifts, and technological advances are leading to the workforce of the future—and HR is being

disrupted. Given these combined pressures, is your organization ready to support the future of work?

Come to this session to learn about the challenges facing HR based on key findings from this year's HR Metrics Tool benchmark results, which highlight how organizations are performing on key workforce metrics. We will also discuss the impact of these pressures and how HR will need to address them, based on the changing future of work.

**OBJECTIVES:**

- Learn about the challenges that HR is facing, resulting from a combination of traditional and new pressures that are spawning the workforce of the future
- Understand how HR is being disrupted and ways that HR can address these new challenges
- Gather benchmark data for key workforce metrics such as nurse turnover, span of control and investment in HR.

C2.5

**The Changing Face of Employment Drug Testing**

ROOM 301

11:00 a.m. – 12:00 p.m.

**Sadeq Khan, J.D., MBA, CCEP***Associate General Counsel/Director of Compliance, Certiphi Screening, Inc.*

Explore a number of issues and recent developments that may require you to re-evaluate your drug screening practices. Examine topics such as an employer's rights and responsibilities with respect to applicant and employee use of medical and recreational marijuana as well as CBD products. This session will also cover topics such as the Americans with Disabilities Act; often-overlooked legal requirements that may apply when conducting employment drug screening, including notification requirements under the Fair Credit Reporting Act as well as various state notification laws; and issues and common misconceptions that arise when employers seek to



test for highly abused prescription painkillers, heroin, or newly developed “designer” drugs.

#### OBJECTIVES:

- Your rights and responsibilities with respect to applicant and employee use of medical marijuana and CBD products
- Various drug testing notification requirements under the FCRA and state laws that may apply to your organization
- Issues and common misconceptions surrounding testing for heroin, opioids, and “designer” drugs.

C2.6

### Transforming Recruitment Through Shared Service Delivery

 ROOM 304 11:00 a.m. – 12:00 p.m.

**Amy Boxrud, BA**

*Director of Physician & Scientist Recruitment, Mayo Clinic*

**Christy Richards, MBA, PHR, SHRM-CP**

*Provider Recruitment Manager, Mayo Clinic*

Learn how Mayo Clinic transformed physician recruitment by centralizing their physician recruitment model. Items discussed will be the reasons for the change, advantages of the model, lessons learned, customer impact and future enhancements.

#### OBJECTIVES:

- Advantages of a shared service recruitment model
- Considerations during redesign implementation
- Review lessons learned and ongoing evolution.

C2.7

### Walking on Eggshells — Effective Management of Internal Pay Equity

  ROOM 303 11:00 a.m. – 12:00 p.m.

**Myrna Hellerman, Ph.D., MBA, CCP**

*Senior Vice President, Sibson Consulting*

Headline news about claims of pay disparity based on gender or race can shatter a hard-earned trusting employer-employee relationship, deeply tarnish a hospital and health system’s image and adversely impact their community. Federal and State legislation in the past 10 years (e. g. Lilly Ledbetter Fair Pay Act, OFCCP’s Directive 307, 44 states with equal pay legislation, etc.) have emboldened employees to initiate and pursue such claims.

Presenters will share how hospitals and health systems have proactively organized their compensation program’s design, administration, and on-going analytics to successfully avoid unintended pay disparities and be ready to swiftly address outside challenges to their internal pay equity. Participants will take away from an understanding of the concept of internal pay equity, as well as the consequences of failed internal pay equity management. Learn tools employers have deployed to analyze their pay data, pro-actively, manage internal pay equity, and address identified disparities.

#### OBJECTIVES:

- Setting the stage on Pay Equity in the workplace
- Understanding how the analysis is constructed, and how to understand the results
- Exploring how to create an environment of readiness for the organization to take on Pay Equity analyses

## EXHIBIT HALL / LUNCH

EXHIBIT HALL 4 A–B

12:00 – 2:45 p.m.

**Enjoy lunch and take time to visit the exhibitors!** They have a variety of products and services to tell you about and their presence helps the ASHHRA Annual Conference offer many options for learning and networking. Our partnerships are critical as we continue our efforts to meet your professional needs. **And don’t forget to stop by the Headshot Lounge toward the back of the Exhibit Hall!**

LEARNING SESSIONS

3:00 – 4:00 p.m.

C3.1

**A Vision for the Future: Nursing and HR**

 **ROOM 305** 3:00 – 4:00 p.m.

**Beverly Hancock, DNP, RN-BC**

*Senior Director for Leadership Development,  
American Organization of Nurse Executives (AONE)*

The mission of any health care organization centers around providing quality patient care. Quality patient care requires well equipped caregivers. This session will offer insight into factors influencing nurse executives as they seek to build a solid workforce. It will discuss the Future of Nursing Institute of Medicine (now the National Academies of Medicine) Report and the ANCC Magnet Recognition program which recognizes the responsibility nurses have to society to provide care, and have delineated standards of excellence for nursing. The report and recognition have profoundly shaped nursing over the past decade and have laid a foundation for the future. The implications of these standards are relevant to HR and the recruitment and retention of nurses.

**Repeats on Tuesday, 9:15 – 10:15 a.m. (D3.1)**

**OBJECTIVES:**

- Understand implications of the ANCC Magnet Recognition program standards on human resources
- Identify how nurses and human resources can work together to create a strong workforce for the future
- Understand the recommendations from the Future of Nursing Report and its impact on human resources professionals.

**HR Leader Model / Professional Identifiers**

- |   |  |
|---|--|
|  HR Delivery                   |  Community Citizenship                |
|  Healthcare Business Knowledge |  Personal Leadership                  |
|  People Strategies             |  Strategic Business Management Credit |

C3.2

**High Potential Program — Grow & Promote Emerging Leaders from Within Your Organization**

 **ROOM 316** 3:00 – 4:00 p.m.

**Mark Sherry, CHHR, MA**

*Director, HR Strategic Services – Region,  
Baylor Scott & White Health*

**George Brown, FACHE**

*Director, Clinic Operations,  
Baylor Scott & White Health*

As the regions growth expanded, unemployment fell below three percent and the demand for talent grew, this program was designed to provide a pipeline of talent for quality mid-level clinic leaders and develop a career path to retain front line employees in the Austin/Round Rock Region. Over the past three years, the High Potential Program has resulted in 53 percent of the participants being promoted and a 90 percent participant retention rate. Presenters will share the program structure that includes the following: rigorous interview process including talent assessments, references, and behavioral based interviews, blended curriculum including executive presentations, mentoring, and a final project using Lean methodology.

**OBJECTIVES:**

- Customize high potential development
- Develop strategies to give internal talent a sense of early opportunities
- Grow and promote emerging leaders from within the organization.

C3.3

**Hire, Train, Retain: The Ups and Downs of a Comprehensive Engagement Strategy**

 **ROOM 317** 3:00 – 4:00 p.m.

**Erin Williamee, MHRD, SPHR, SHRM-SCP**

*Senior Generalist, Thompson Health*

**Carol Olean**

*Associate Educator, Thompson Health*

Early in 2015, the continuing care center at UR Medicine/Thompson Health had a projected annual turnover of

approximately 60 percent. In a climate where their industry turnover and employee dissatisfaction were at critically high levels something had to be done. A “full court press” was applied to turn around the downward spiral with the ultimate goal of a better work/life balance by the elimination of mandatory overtime for aides. After a series of focus groups and a review of employee engagement results, a strategy was established that encompassed inventive hiring techniques, training/onboarding initiatives, and innovative retention techniques that really made a difference by helping improve employee engagement and reduce turnover. This session will provide participants with innovative strategies and tools that helped Thompson Health hire, train and retain their team. Learn from their successes and failures (Fail is not a bad four letter word).

**Repeats on Tuesday, 9:15 – 10:15 a.m. (D3.3)**

#### OBJECTIVES:

- Gain innovative ideas and tools to utilize in their respective recruitment and retention efforts
- Identify and utilize lessons learned to identify and address potential challenges in recruitment and retention within their respective organizations
- Understand you are not alone in the challenges of hiring, training and retaining your staff... but there is hope!

C3.4

### Surviving a Sexual Harassment Crisis and Creating a Stronger Culture in Its Wake

 ROOM 301 3:00 – 4:00 p.m.

**Michael Bertoncini, J.D.**

*Principal, Jackson Lewis P.C.*

**Nanette Smith Callihan, BA**

*Chief Human Resources Officer, Harvard Medical Faculty Physicians at Beth Israel Deaconess Medical Center*

As #METOO and #TIMESUP now sweeps the nation, experienced HR leaders are working to make meaningful change happen before their organization becomes the next target. But what happens if despite your best efforts, your organization is the subject of one or more high profile sexual harassment complaints? This will be an interactive session where

the presenters work with attendees to craft a response to a hypothetical sexual harassment crisis and then develop a plan for culture change moving forward.

#### OBJECTIVES:

- Define a practical approach to investigating sexual harassment complaints
- Identify key elements for a best in class harassment prevention program
- Learn tips for developing a plan for culture change.

C3.5

### The Socially Intelligent Health Care HR Leader

 ROOM 303 3:00 – 4:00 p.m.

**Dr. Gleb Tsipursky, Ph.D.**

*Assistant Professor, Ohio State University*

Expanding your influence and improving your leadership skills as a health care HR professional requires strong social intelligence, the ability to evaluate and influence other people’s social interactions. Recent research in behavioral science shows how we can build up our social intelligence capacity, whether in cultivating valuable relationships, managing conflicts, developing executive presence, or guiding others in achieving organizational objectives. Learn social intelligence research-based strategies to cultivate leadership skills and influence stakeholders through your health care organization.

#### OBJECTIVES:

- Improve your leadership skills through learning about social intelligence research on this topic and its application to the health care setting
- Expand your influence through developing your capacity to evaluate and influence other people’s social interactions
- Restructure incentives for your health care organization’s employees so that they align their activities with organizational objectives using social intelligence-based strategies.

## LEARNING SESSIONS

3:00 – 4:00 p.m. *continued*

C3.6

**UPMC's Journey to Building a Best-in-Class Talent Acquisition Function**
 ROOM 302 3:00 – 4:00 p.m.
**Craig Stambaugh, SPHR, CPA***Vice President, Human Resources Health Services & Talent Acquisition, UPMC*

When UPMC decided to centralize their Talent Acquisition function in 2012, they knew it wasn't going to happen overnight. Assuming system-wide recruitment for the largest non-governmental employer in Pennsylvania, while simultaneously growing the Talent Acquisition team, undoubtedly surfaced complex challenges. Equipping a team of more than 100 Talent Acquisition professionals with the proper tools, resources and support to hire over 18,000 employees annually was a critical element to building strategies and processes to enhance the candidate and customer experiences. From temporary office space and cultural challenges to disconnected processes and new ways of doing things, hear from what it takes (and what it doesn't) to create a best-in-class Talent Acquisition function.

**OBJECTIVES:**

- Discover how a center of excellence model for recruitment works
- Demonstrate knowledge on challenges associated with centralizing an HR function
- Identify strategies for communication and change management.

C3.7

**Using Data and Artificial Intelligence (AI) to Improve Patient and Financial Outcomes**
 ROOM 315 3:00 – 4:00 p.m.
**Myra Norton, MA, MS***President and COO, Arena*

People are the heart of health care. They are the key factor in driving patient and financial outcomes and they account for half of the operating costs at a typical hospital. Over the last several years, we as business professionals have been using data, AI, and predictive analytics to help hospital leaders substantially improve both patient and financial outcomes. The presenters will review pre- and post-analyses and comparisons against control groups to illustrate the impact that AI and predictive analytics can have on organizational and nursing outcomes.

Most health care organizations are already using data and predictive analytics to predict clinical outcomes like hospital readmissions, hospital acquired infections, and adverse reactions. Amazon and Netflix are using these same techniques to predict the most likely product we will purchase or entertainment we will watch. This learning session will detail how to use these techniques to predict which candidates will improve patient and financial outcomes like employee retention, patient satisfaction, employee engagement and hospital readmissions.

**Repeat session from Sunday, 3:20 – 4:20 p.m. (B3.7)****OBJECTIVES:**

- Importance of predictors in pre-employment assessments
- Identifying your organization's specific people needs
- Discover how to use data as a forecasting tool.

**REMEMBER:****Learning Session Evaluations**

Simply go to the **Agenda** in the conference app, click on the learning session and then click on Session Evaluation. Complete the brief survey and you're done!

## LEARNING SESSION

3:15 – 4:45 p.m.

C4.1

### Ask The Experts Panel: Recruitment



#### Amy Boxrud, BA

*Director of Physician & Scientist Recruitment, Mayo Clinic*

#### Jason Sacramento

*Director, Global Solutions Architect, CareerBuilder*

#### Susan Shevlin, MA, M.Ed., CHHR

*Director of Talent Acquisition & Onboarding,  
Weill Cornell Medicine*

“Ask the Experts” are sessions lead by respected professionals who are considered to be experts on their topics. You will have the opportunity to interact, engage and ask thought-provoking questions during these sessions.

Recruitment: Does your rural organization have the same appeal as the large urban health system? Does your budget allow for the seasoned professional or new grad? Recruitment of quality candidates ranging from CNAs, APRNs and physicians is an issue every health organization has faced. In this Ask the Experts Panel, attendees will have an opportunity to ask recruitment experts their strategies to recruit and retain staff appropriate for the organization and market.

#### OBJECTIVES:

- Figure out how to optimize your process so your speed-to-hire doesn't slow down
- Understand and define the culture of your organization
- Learn how to create a talent pool of candidates to enable the selection of best candidates for the organization.

## THOUGHT LEADER FORUM

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UNIVERSITY

## THOUGHT LEADER FORUM

4:15 – 5:45 p.m.

C5.1

### Where Are We Now? Continuing the Conversation



#### MODERATOR:

#### James (Jamie) E. Parsons, CHHR, SPHR, FACHE, SHRM-SCP

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*Director, Human Resources,  
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#### Michael D Parkinson, MD, MPH, FACPM

*Senior Medical Director, Health and Productivity  
UPMC Health Plan and WorkPartners*

In 2013, Thought Leader Forum participants envisioned tomorrow's workplace with a five-year time span. Participants forecasted the potential changes they saw developing in the workplace as a result of increased focus on performance, technological advances, shifting workforce demographics, projected workforce shortages, delayed or premature retirement scenarios and hospital and health system mergers and acquisitions. It's five years later and we will discuss the workforce landscape, if those projected changes rang true, and more importantly, how will it affect future workforce needs and the training and tools human resources executives should be prepared to offer to ensure workforce success in new and evolving roles. Panelists are comprised of former Thought Leader Forum participants and field experts in forecasting changes such as technological advances, workforce demographics and workforce shortages.

***This limited seating session offers attendees an additional 1.5 Business credit towards HRCI certification.***

TUESDAY 9.18.2018

8:00 a.m. – 12:00 p.m. Resource Center, Cyber Café & Tech Bar and Charging Station

LEARNING SESSIONS

8:00 – 9:00 a.m.

D1.1

**A Data-Driven, Evidence-Based Approach to Hiring — Tools, Practical Considerations, and ROI**

   ROOM 316 8:00 – 9:00 a.m.

**Kurt Stillwagon**

*Director, Recruitment and Talent Acquisition,  
Penn Medicine Lancaster General Health*

**Alissa Parr, Ph.D.**

*Senior Consultant, Select International*

Learn about a more effective, objective and efficient way of selecting front line staff, nurses, managers, physicians, and leaders. Incorporate “evidence-based” hiring approaches that support organization-wide efforts. The presentation will share the speakers’ expertise and experiences, including practical advice about what works, and doesn’t.

The speakers will share Lancaster General Health’s experience with this approach, including how to build the program around key business metrics.

**OBJECTIVES:**

- Gain practical advice on how to use objective data to drive hiring decisions — at every level of the organization
- Understand how to develop and use business metrics
- Learn how to gain organizational buy-in and demonstrate ROI.

D1.2

**Compare & Contrast — California vs. Federal Law**

   ROOM 301 8:00 – 9:00 a.m.

**Gail Blanchard-Saiger, J.D.**

*Vice President & Counsel, Labor and Employment,  
California Hospital Association*

With the change in the federal administration, the differences between California and federal law have grown. From employee safety to wage and hour issues; from labor law to immigration. This session will review developments at both the state and federal level in various human resources-related areas. While the session is tailored to California practitioners, the overview of developments at the federal level will be of interest to practitioners from across the country.

***This session qualifies for 1.0 California-specific credit.***

**OBJECTIVES:**

- Analyze developments in key areas at the federal level and in California, including employee safety, wage and labor
- Examine legislation passed in California in 2017 and 2018
- Identify likely legislative and regulatory issues in the next two years.

D1.3

**Demonstrate HR’s Value-Add in the 21st Century**

   ROOM 303 8:00 – 9:00 a.m.

**Ashley Ridgeway-Washington, Esq., MHR, PHR, SHRM-CP**

*System Director Human Resources, CHRISTUS Health*

**Kimberly King Webb, Esq.**

*Deputy General Counsel/ Labor and Employment,  
CHRISTUS Health*

2017 was a year of unprecedented scandal and embarrassment for top leaders in virtually every field of endeavor. Accusations of untoward behavior rocked the country and produced a powerful movement that placed a spotlight on some of America’s ugliest workplace secrets. Bad behavior among an organization’s most powerful ranks will result in public scrutiny, loss of talent and ultimately impact to the bottom line.

As trusted advisors and culture stewards, HR professionals play an integral role in ensuring respect and accountability in the workplace. If there was ever a time for HR to demonstrate its value-add, it is now. This session will provide HR leaders with strategies to: confront troubling behaviors and engage in dialogue with C-Suite leaders about personal brand pit falls and preventable blunders; re-tool the HR “playbook” to effectively respond to allegations of sexual harassment and other troubling behaviors in the age of social media; articulate the business case for robust sexual harassment and personal brand management training within healthcare organizations.

#### OBJECTIVES:

- Tackle tough conversations and act as an interrupter to troubling behaviors
- Articulate the business case for funding sexual harassment and civility training in your organization
- Retool the HR “playbook” to focus prevention and civility in the workplace.

D1.4

### Health Care Plan Design: Why HRAs Might Be the Best Option

 ROOM 315 8:00 – 9:00 a.m.

**Maria Henderson, MS, CDMS**

*National Practice Lead, WorkCare, Inc.*

**Justin Schaneman, MS**

*Vice President, Data Analytics, HCMS Group*

Most employers with account-based health plans offer Health Savings Accounts (HSAs) rather than Health Reimbursement Accounts (HRAs). Learn how HRAs may be the plan your organization needs. HRAs provide greater flexibility through fewer legal restrictions and the ability to customize the plan to promote greater use of primary care, prevention services and generic medications. In addition, discover how a generously funded HRA can become a powerful retention

tool, discourage turnover and affect the bottom line. Case studies to include how an HRA can eventually be turned into a retirement health account.

#### OBJECTIVES:

- Review current research on health reimbursement accounts and how they compare to health savings accounts
- Learn how HRAs provide more flexibility to encourage health management and primary care
- Discuss case studies with examples of plan design features that have optimized wellness participation and primary care utilization.

D1.5

### Leveraging Employee Health Investments to Drive Employee Engagement: A Medical Director's Perspective

 ROOM 302 8:00 – 9:00 a.m.

**Dr. Philip Adamo, MD**

*Senior Medical Director, Baystate Health*

Dr. Philip Adamo will share his experience implementing changes in employee health programs. He will highlight how human resources plays a key role in driving changes that impact employee engagement and discuss how to work effectively with your Medical Director to prioritize and implement change.

#### OBJECTIVES:

- Become familiar with an engagement strategy that yields results
- Learn how to work with your medical director to evaluate employee health investments
- Justify the costs of employee health investments.



Expand the conversation!  
#ashhra18

## LEARNING SESSIONS

8:00 – 9:00 a.m. *continued*

D1.6

**Strategic Planning for Foreign-born Physicians and Medical Staff**
 **ROOM 304** 8:00 – 9:00 a.m.

**Rosanne Mayer, Esq.**  
Partner, Miller Mayer, LLP

**David Wilks, Esq.**  
Associate Attorney, Miller Mayer

A properly developed and executed institutional immigration program can engender employee loyalty and attract top talent. However, developing the best immigration strategy for your institution is increasingly difficult during this tumultuous time in immigration adjudication. This session is designed to analyze the various options organizations have in setting institutional policies, and how the current political climate impacts those options. In particular, this session will focus on strategies for recruitment and onboarding, long-term employment and, more generally, working with foreign nationals in the current political landscape.

***This session qualifies for 1.0 GPHR® credit.***

**OBJECTIVES:**

- Share best practices on how to incorporate institutional immigration policies
- Learn how to develop an immigration program that will attract top talent and engender employee loyalty
- Provide guidance on executing an immigration program in a changing political landscape.

**HR Leader Model / Professional Identifiers**

 HR Delivery	 Community Citizenship
 Healthcare Business Knowledge	 Personal Leadership
 People Strategies	 Strategic Business Management Credit

## LEARNING SESSIONS

8:45 – 10:15 a.m.

D2.1

**Hospitals Against Violence Round Table: Protecting Staff**
 **ROOM 317** 8:45 – 10:15 a.m.

**Carl McDonald, MSHRM, PHR, SHRM-CP**  
Chief Human Resources Officer, Broward Health North

Our informative Round Table discussions are designed for peer-to-peer conversation on topics impacting your company each and every day.

Participants are invited to collectively discuss their concerns and participate in small group activities surrounding protecting staff and gain new insights on what initiatives are working for fellow colleagues.

This session has limited seating to ensure meaningful conversation and knowledge sharing.

**OBJECTIVES:**

- Discuss the possible determinants of workplace violence
- Evaluate legal options based on state
- Share stories and strategies to build a stronger foundation for best practices policies.

## LEARNING SESSIONS

9:15 – 10:15 a.m.

D3.1

**A Vision for the Future: Nursing and HR**
 **ROOM 305** 9:15 – 10:15 a.m.

**Beverly Hancock, DNP, RN-BC**  
Senior Director for Leadership Development,  
American Organization of Nurse Executives (AONE)

The mission of any health care organization centers around providing quality patient care. Quality patient care requires well equipped caregivers. This session will offer insight into factors influencing nurse executives as they seek to build a solid workforce. It will discuss the Future of Nursing Institute of Medicine (now the National Academies of Medicine)



Report and the ANCC Magnet Recognition program which recognizes the responsibility nurses have to society to provide care, and have delineated standards of excellence for nursing. The report and recognition have profoundly shaped nursing over the past decade and have laid a foundation for the future. The implications of these standards are relevant to HR and the recruitment and retention of nurses.

**Repeat session from Monday, 3:00 – 4:00 pm (C3.1)**

#### OBJECTIVES:

- Understand implications of the ANCC Magnet Recognition program standards on human resources
- Identify how nurses and human resources can work together to create a strong workforce for the future
- Understand the recommendations from the Future of Nursing Report and its impact on human resources professionals.

D3.2

### Giving Back Through the Workplace: Understanding Workplace Giving Programs

 ROOM 302 9:15 – 10:15 a.m.

**Michael Plant**

*Vice President, Product Management of Fidelity Giving Marketplace*

Charitable Giving in the U.S. has grown to nearly \$400 Billion in 2017. It is event-driven and the act of donating is moving online. Research indicates that employees are very interested in these types of programs. However, the marketplace for programs is complex and it is difficult to sort through what program will best meet you and your employee needs.

This session will provide background on the marketplace, considerations and how programs are using technology to make administration easier for both HR and employees.

#### OBJECTIVES:

- Learn how giving programs help with talent management and engagement
- Discover the marketplace of workplace giving programs
- Understand how programs are evolving to make the experience easier for HR and employees.

D3.3

### Hire, Train, Retain: The Ups and Downs of a Comprehensive Engagement Strategy

 ROOM 303 9:15 – 10:15 a.m.

**Erin Williamee, MHRD, SPHR, SHRM-SCP**

*Senior Generalist, Thompson Health*

**Carol Olean**

*Associate Educator, Thompson Health*

Early in 2015, the continuing care center at UR Medicine/Thompson Health had a projected annual turnover of approximately 60 percent. In a climate where their industry turnover and employee dissatisfaction were at critically high levels something had to be done. A “full court press” was applied to turn around the downward spiral with the ultimate goal of a better work/life balance by the elimination of mandatory overtime for aides. After a series of focus groups and a review of employee engagement results, a strategy was established that encompassed inventive hiring techniques, training/onboarding initiatives, and innovative retention techniques that really made a difference by helping improve employee engagement and reduce turnover. This session will provide participants with innovative strategies and tools that helped Thompson Health hire, train and retain their team. Learn from their successes and failures (Fail is not a bad four letter word).

**Repeat session from Monday, 3:00 – 4:00 pm (C3.3)**

#### OBJECTIVES:

- Gain innovative ideas and tools to utilize in their respective recruitment and retention efforts
- Identify and utilize lessons learned to identify and address potential challenges in recruitment and retention within their respective organizations
- Understand you are not alone in the challenges associated with hiring, training and retaining your staff... but there is hope!

## LEARNING SESSIONS

9:15 – 10:15 a.m. *continued*

D3.4

## The New Face of Labor— How Unions are Using the Janus Decision to Reinvigorate Organizing Campaigns

 ROOM 304 9:15 – 10:15 a.m.

**Tami Denney, MBA**  
*Consultant, IRI Consultants*

The expected and confirmed Janus decision by the Supreme Court has forced labor unions to rethink their business model. The result is a reinvigoration of community groups and the tactic of salting the targeted workforce. Both of these tactics put your organization at risk of a union organizing campaign. Gain in-depth knowledge of these tactics and how best to protect against them.

**Repeat session from Sunday, 3:20 – 4:20 pm (B3.4)**

### OBJECTIVES:

- Learn how unions use community groups to organize patients as part of their corporate campaign
- Learn how unions are using Salts to infiltrate the workforce to drive interest in union representation
- Learn how to protect your organization from Salts and why it's important to educate employees on the risk of unionization.

D 3.5

## Joint Commission Accreditation: Helping Hospitals Provide Safe and Quality Care to Patients

 ROOM 315 9:15 – 10:15 a.m.

**Jennifer M. Hoppe, MPH,**  
*Senior Associate Director of State and External Relations,  
The Joint Commission*

As part of its mission, The Joint Commission is committed to improving health care safety by evaluating hospitals and inspiring them to excel in providing safe and effective care of the highest quality and value. This session will focus on the components of the accreditation process that are design to help organizations identify potential risks and implement improvement strategies that will be sustainable over time. The presentation will include an overview of the Survey Analysis for Evaluating Risk™ (SAFER™) matrix

### OBJECTIVES:

- Understand the two components of risk that are used in the SAFER matrix, along with the operational definitions of the values
- Describe the required elements to be included in the Evidence of Standards Compliance (ESC) documentation
- Provide examples of various tools that can be used to conduct a preventive analysis.

## SAVE THE DATE

### ASHHRA Annual Conference & Exposition



2019  
CHICAGO  
SEPT 21-24

## The Science of Patient Experience

ROOM 301

9:15 – 10:15 a.m.

### Dr. Cynthia Hedricks, Ph.D.

Chief Analytics Officer, SkillSurvey, Inc.

### Theresa Mazzaro, RN, CHCR, RACR

Senior Talent Acquisition Specialist,  
Suburban Hospital, a Member of Johns Hopkins Medicine

With the introduction of the Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS) survey, providers are constantly asking patients, “How did we do?” to measure overall patient satisfaction. In this session, Cynthia Hedricks suggests perhaps a more important question to ask of patients, and that is, “What happened?” Using principles borrowed from the scientific method, she evaluates the results of work focused on patient satisfaction as compared to that focused on the patient experience.

Dr. Hedricks will then look at patient experience from the lens of those in talent acquisition. She will take a deep dive by going beyond HCAHPS, and discuss which healthcare employees are most likely to impact patient experience, and how to measure whether candidates applying for open positions possess the behaviors that will improve this critical outcome.

#### OBJECTIVES:

- Scientific principles that can guide programs designed to improve patient experience
- Differences between patient experience and patient satisfaction, and why you should care about this distinction
- Learn what others are doing to improve patient experience at their organizations.

## CLOSING CEREMONY BRUNCH / KEYNOTE

BALLROOM B/C

10:30 a.m. – 12:00 p.m.

As the conference comes to a close, join us for a delicious brunch as we recognize the HR Visionary Leader Award recipient.

Conclude your conference experience with **The Water Coolers'** award-winning, high energy, uncommonly funny, honest take on work and life in their keynote presentation, “Getting to Great Performance.”

*Read more about The Water Coolers on page 9.*



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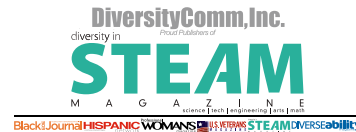


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210	B. E. Smith, Inc.	405	Oxford Immunotec, Inc.	621	EdAssist
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212	Cross Country Staffing	408	Simplifi / Travel Nurse Across America	623	American Hospital Association (AHA)
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321	Interactive Health	519	Ultimate Software	738	Incentive Services, Inc.
322	ETS WorkFORCE	521	Stevens Worldwide Van Lines	741	Hire Clix
323	Health Management Systems, Inc. HMS	523	AMN Healthcare, Inc.	742	Sterling Talent Solutions
324	ProLink Staffing	528	American Health Information Management Association (AHIMA)	745	PracticeLink.com
325	Nationwide Pet Insurance	539	Faison Group – We Are Wellness	748	Gifted Healthcare
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339	KII Consulting, Inc.	617	Constangy, Brooks, Smith & Prophete, LLP	842	Aya Healthcare
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				1034	Call-Em-All
				1044	endevis Recruiting   Retention

### Prize Board Booth #450

#### *You may have won a prize!*

Exhibitors will be drawing names in their booths throughout the conference, and they may have drawn YOUR name. Be sure you check out the Prize Board in booth #450 to see if your name was picked so you can claim your prize from the exhibitor!

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The purpose of the Annual Conference Scholarship sponsored by VALIC is to enable those interested in attending the ASHHRA 54th Annual Conference & Exposition. The objective is to provide health care HR practitioners with a venue to receive educational tools and resources, in addition to networking opportunities that will allow them to become successful health care HR leaders.

  
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## HealthcareSource New-to-the-Profession NP ASHHRA Annual Conference GRANT

HealthcareSource sponsored three new-to-the-profession health care HR practitioners to attend the 54th Annual Conference & Exposition. The grant covers registration, airfare and hotel accommodations.

**Congratulations to the 2018 New-to-the-Profession Grant recipients!**



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# Gary Willis Leadership Award

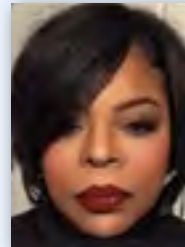
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This prestigious award, co-sponsored by ASHHRA and American Hospital Association, honors the memory of Gary Willis, an ASHHRA board member, who passed away in 2010 after a battle with cancer.

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*Appreciation for the ASHHRA Board for their leadership and overseeing ASHHRA's strategic plan and its execution.*

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*The Advocacy Committee monitors national and state legislative and labor developments and promotes advocacy programs that represent the interests of the membership, human resources professionals and the health care field.*

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*The Annual Conference Committee assesses the needs of members by analyzing internal and external market research to create annual conference learning sessions that bring value to membership.*

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*The Learning and Education committee works closely with ASHHRA staff to identify resources to design and implement that provide members with valuable professional development opportunities.*

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*The Host Committee assists the ASHHRA staff in the preparation and execution of annual conference activities that contribute to the success of the conference.*

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Director, Human Resources  
Johns Hopkins University,  
Department of Medicine  
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**THANK YOU**

The ASHHRA staff and board would like to say THANK YOU to our attendees, exhibitors, sponsors and volunteers for supporting us at this year's conference. Each year we do our best to deliver a sensational conference, and each year you continue to grace us with your presence.

We hope that you enjoyed your experience and will utilize the valuable tools, resources and contacts that will help you grow as a health care HR professional, and as a business that provides key services to the health care HR profession.



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—Christopher Westbrook, CHHR  
Augusta, Georgia

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