

CONNECT • INNOVATE • TRANSFORM



ASHHRA 55th ANNUAL CONFERENCE & EXPOSITION
SEPT 21 – 24, 2019
CHICAGO





The 2 Rs in Human Resources: Recruitment & Retention

Hiring and retaining valuable employees continues to be a need of every hospital system. Addressing perceived pay inequities can help. Your staff is more likely to work harder and less likely to look elsewhere for other jobs when they know senior management is addressing possible salary inequities.

We can help with potential pay equity challenges so you can focus on what matters most—delivering quality health care.

Contact Glenn Alonzo, Hospital Market Practice Leader, at galonzo@sibson.com or **860.678.3013** to learn more.



WELCOME to ASHHRA19!

We are so excited to have you here and to welcome you to the premier event for health care HR professionals. Whether you're a first-time attendee or a seasoned veteran, here are a few tips to make your conference experience top notch:

- Don't miss the official **Welcome Reception on Saturday**. The kickoff event for the week, enjoy a beverage or two, have a snack, and mingle with your fellow attendees. All attendees and full conference exhibitors are welcome.
- Plan your conference experience by creating your schedule in the **mobile app**.
- Participate in the action and **climb the leaderboard** in the mobile app, too.
- Fuel up for the day, and connect with ASHHRA members from your own backyard at the **Regional Breakfast on Sunday** morning.



Sarah Fredrickson, MA, CHHR
2019 Board President



Catherine Carruth, CAE
Executive Director



Greg Maras
2019 Annual Conference
Committee Chair

- Hone your leadership skills and get inspired by the stellar **keynote presentations**.
- Take advantage of additional education and CEU opportunities with **Rapid Fire Sessions** in the Exhibit Hall's Education Theatre.
- While you're there, make sure you **visit with ALL of the exhibitors**. They have the solutions you need for your health care HR problems, big and small, and their support makes events like ASHHRA19 possible.
- Participate in the **Passbook to Prizes** by visiting the participating exhibitors and entering to win prizes.
- Listen for the **Golden Ticket Giveaway** in the exhibit hall, for the chance to win complimentary registration for ASHHRA20 in Denver.
- Don't forget to submit your **Learning Session Evaluations** in the mobile app.
- Share the **ASHHRA19 daily digest** with your colleagues back at the office so they can see what you're learning.
- Upgrade your **Full Conference registration** to Best Value so that you can access the learning session recordings you missed out on.
- Set yourself a **calendar reminder** for November 1 to follow up on your notes from the conference. What have you changed since you returned home? How can you keep what you've learned top of mind now that you're back in the office? Who did you connect with onsite that you want to follow up with now?

**Mark your calendars for the ASHHRA20 —
Aug. 22–25, in Denver!**

GETTING STARTED...

Conference WiFi

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

Network ID: **ASHHRA19**

Password (all caps): **IRI2019!**

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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. Go to the App Store or Google Play and 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 **chicago2019** (all lowercase).



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
- Attendees – 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 conference speakers. 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!



CONTINUOUS
SCREENING
PROVIDES
PEACE OF MIND.

BOOTH
#312

Things change. People change.

Patient and staff safety don't have to.

Being in the know as a healthcare organization is a necessity. Continuous background screening allows employers to make highly informed employment retention decisions and maintain workplace and patient safety. Discover how PreCheck's ongoing screening solutions can bring you peace of mind.



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SCHEDULE AT-A-GLANCE

SATURDAY, SEPT. 21 (Preconference)

10:00 a.m. – 6:00 p.m.	REGISTRATION Conference Services
11:30 a.m. – 1:30 p.m.	CHHR Study Session
12:00 – 4:30 p.m.	Preconference Sessions
1:00 – 4:30 p.m.	Chapter Leadership Workshop <i>(invitation only)</i>
1:00 – 4:30 p.m.	Executive Symposium
2:00 – 3:00 p.m.	CHHR Exam Check-in
3:00 – 5:00 p.m.	CHHR Exam <i>(advanced registration required)</i>
4:30 – 5:00 p.m.	First-Time Attendee and New Member Reception
5:00 – 6:00 p.m.	Welcome Reception

SUNDAY, SEPT. 22 • CONNECT

7:00 a.m. – 6:00 p.m.	REGISTRATION Conference Services
8:00 – 9:00 a.m.	Regional Breakfast
9:00 – 10:30 a.m.	Opening Ceremony and Keynote
10:45 a.m. – 1:00 p.m.	Exhibit Hall Education Theatre Lunch
1:00 – 2:00 p.m.	Learning Sessions
2:15 – 3:15 p.m.	Learning Sessions
3:30 – 4:30 p.m.	Learning Sessions
4:00 – 6:00 p.m.	Exhibit Hall Expo Mixer
7:00 – 9:30 p.m.	Social Event <i>(ticket required)</i>

MONDAY, SEPT. 23 • INNOVATE

7:00 a.m. – 3:00 p.m.	REGISTRATION Conference Services
8:00 – 9:15 a.m.	State of Affairs Breakfast and Keynote
9:15 a.m. – 12:15 p.m.	Exhibit Hall Education Theatre Lunch
12:30 – 1:30 p.m.	Learning Sessions
1:45 – 2:45 p.m.	Learning Sessions
3:00 – 4:00 p.m.	Learning Sessions
4:00 – 5:30 p.m.	Thought Leader Forum

Free Evening. Explore the city!

TUESDAY, SEPT. 24 • TRANSFORM

7:30 – 10:30 a.m.	Conference Services
7:45 – 9:00 a.m.	Closing Ceremony and Transformation Breakfast
9:15 – 10:15 a.m.	Learning Sessions
10:30 – 11:30 a.m.	Learning Sessions



The Exposition Riverside Center

The Exposition is a conference highlight with **more than 125 prominent companies** in health care HR offering valuable information and strategies. The exhibitors play a pivotal role in the success of the 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 **Expo Mixer** to network and enjoy refreshments.

EXHIBIT HALL HOURS:

SUNDAY	Exhibit Hall/Lunch Expo Mixer	10:45 a.m. – 1:00 p.m. 4:00 – 6:00 p.m.
MONDAY	Exhibit Hall/Lunch	9:15 – 12:15 p.m.

Exhibit Hall floor plan is on page 42.

● ASHHRA Center for Excellence Booth #526

The ASHHRA 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.

While visiting all the booths, make sure you complete your entry form for the **Passbook to Prizes** (contained in your Welcome Bag). Drop it in the raffle drum before **11:45 a.m. on Monday** for your chance to win one of many fabulous prizes!

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NEW THIS YEAR

Stop by the Center for Excellence for a sweet treat AND a chance to win great

prizes, including a FREE registration to ASHHRA20 in Denver!

ASHHRA will be handing out 50 delicious chocolate bars during each of the times listed below. Some will contain a **GOLDEN TICKET!**

GOLDEN TICKET SCHEDULE:

SUNDAY	4:30 and 5:30 p.m.	MONDAY	10:30 and 11:30 a.m.
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Only 50 chocolate bars distributed per time slot. Limit one (1) chocolate bar per person. Each contestant only eligible to win one (1) prize.

See prize details on page 44.

● Rapid Fire Sessions Booth #528 NEW THIS YEAR

Short educational sessions held in the Education Theatre, right on the exhibit floor! Learn about innovative solution-based services or products and earn additional CEUs towards recertification. After each session, connect with the speaker at their respective company booth to learn more!

See session presenters and descriptions on page 28.

RAPID FIRE SESSION SCHEDULE:

SUNDAY	11:30 a.m.	IntelliCentrics <i>Privileging in Less Time Than it Takes to Hard Boil an Egg</i>
	12:30 p.m.	Market Square/AHA <i>The 5 Secrets of Engagement</i>
MONDAY	9:30 a.m.	Purdue University Global ★ <i>Grow Your Own: Tackling the Medical Assistant Talent Shortage</i>
	10:00 a.m.	HealthcareSource ★ <i>Solving 3 Key Challenges in Health Care Recruiting</i>
	10:30 a.m.	UMR <i>Driving Domestic Steerage Strategies to Get Results</i>
	11:00 a.m.	Lincoln Financial Group ★ <i>Get on the PATH to Financial Wellness</i>

● Headshot Lounge Booth #607

Need to update your headshot? Head over to the Headshot Lounge! This lounge is open to all conference attendees to get a professional headshot taken by a professional headshot photographer.

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 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!

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● Prize Board Booth #923

You may have won a prize! Exhibitors will be drawing names in their booths throughout the conference. Be sure you check out the Prize Board to see if your name was picked. You must claim your prize from the exhibitor's booth.

● **Take a Moment to Support Reading Is Fundamental**

Columbus Hallway

Look for the balloons and stop by the table near registration! Inscribe a bookmark that will go into a book donated to a Chicago student at Franz Peter Schubert Elementary School.

Reading Is Fundamental is committed to a literate America by inspiring a passion for reading among all children, providing quality content to make an impact.

Help Fidelity provide children with the fundamentals for success!

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● **Conference Services**

Grand Hallway

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.

App Support

Need assistance with the mobile app? Visit the App Support desk, where you can get one-on-one assistance with the Mobile App.

Charging Lounge

Stop by, charge your electronic devices and stay connected! Conveniently located between the registration desk and the Resource Center, charge your devices or simply enjoy the comfortable space of the Charging Lounge.

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Insurance | Risk Management | Consulting

Resource Center · App Support · Charging Lounge Hours

SATURDAY	10:00 a.m. – 5:00 p.m.
SUNDAY	7:30 – 10:30 a.m. 12:45 – 5:00 p.m.
MONDAY	7:30 – 9:30 a.m. 12:00 – 4:30 p.m.
TUESDAY	7:30 – 10:30 a.m.

● **Regional Breakfast**

Grand Ballroom AB

Sunday, 8:00 – 9:00 a.m.

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



Chicago skyline view from Adler Planetarium

● **Social Event: Out of this World!**

Adler Planetarium

Sunday, 7:00–9:30 p.m.

Get ready to have a great time with your fellow attendees at this highlight conference event!

Enjoy food, music, dancing and drinks along with games and other activities. The patio also offers great views of the Windy City and the night sky!

See details on page 17.

A ticket is REQUIRED for each person to enter the venue.

Didn't get your ticket? Check out the mobile app to see if one of your fellow attendees has an extra ticket.

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OPENING CEREMONY

SUNDAY | 9. 22. 2019

Captain Richard Phillips**Steering Your Ship Through Rough Waters: Lessons on Leadership**

An amazing leader... a highly intriguing story... a presentation of remarkable impact. Captain Phillips not only shares his compelling story, but as a "floating CEO" in charge of the day-to-day operations of a multi-million dollar ship and crew, he also draws lessons from his dramatic life experiences that can help attendees and their organizations survive and thrive, even in times when it seems hope and support are in short supply. This "hero of the high seas" has a powerful and timely message to kick off the first full day of ASHHRA19.

**About Captain Richard Phillips**

For five days in April 2009, the world was glued to their TV screens as Captain Richard Phillips became the center of an extraordinary international drama when he was captured by Somali pirates who hijacked his ship on April 8, the first hijacking of a U.S. ship in more than 200 years.

To protect his crew, Captain Phillips made a conscious decision to put himself directly in harm's way and offered himself as a hostage. Later, the pirates fled with nine days of food rations and Captain Phillips. Held hostage as a human shield in a small lifeboat with three pirates, he had little to hope for or cling to — except the knowledge that he had done absolutely everything he could to save the lives of the 20 sailors aboard his ship.

When the U.S. Navy responded to the scene, Captain Phillips jumped out of the lifeboat and managed to swim toward the nearby destroyer, but the pirates went in after him and managed to haul him back in. The standoff dragged on until April 12, when Navy SEAL snipers saw one of the pirates aim his AK-47 machine gun at Capt. Richard Phillips's back and concluded he was in "imminent danger."

President Barack Obama, who spoke with Captain Phillips by phone after he was freed, said, "I share the country's admiration for the bravery of Captain Phillips and his selfless concern for his crew. His courage is a model for all Americans."

Captain Richard Phillips is the author of *A Captain's Duty: Somali Pirates, Navy SEALs, and Dangerous Days at Sea*, about his experience and his remarkable rescue. This dramatic story was also transformed into a 2013 Academy-Award and Golden-Globe-nominated film, *Captain Phillips*.

Captain Phillips is a graduate of the Massachusetts Maritime Academy a member of the International Organization of Masters, Mates & Pilots Union, and a licensed American merchant mariner. He became Captain of the MV Maersk Alabama in 2009.

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STATE OF AFFAIRS BREAKFAST

MONDAY | 9. 23. 2019

Britt Berrett**Patients Come Second**

Based on his co-authored book, *Patients Come Second – Leading Change by Changing How You Lead*, which has become a *New York Times*, *USA Today* and *WSJ* Best Seller, Britt's presentation will discuss how your leadership strategy impacts your outcomes, and if you can take care of your employees first, they will, in turn, take care of your patients. He will cover 10 key points with examples and humorous stories that will inspire folks to lead differently.

Dr. Berrett is the program director of the undergraduate Healthcare Management Program at the University of Texas at Dallas in the Jindal School of Management. He lectures nationally and internationally on transformational leadership, organizational change and performance.

About Britt Berrett

Britt Berrett, Ph.D., FACHE, is the former president of Texas Health Presbyterian Hospital Dallas and executive vice president of Texas Health Resources.

He is an Executive Coach with MEDI and has more than 25 years of experience as a hospital president and CEO. His background includes leadership in faith based, investor-owned and academic/teaching hospitals ranging from small to large. He brings strengths in building physician stakeholder relationships, organizational excellence, and driving clinical operations to achieve business results.

Dr. Berrett holds a doctorate from the School of Economics, Policy and Political Science at the University of Texas at Dallas. His dissertation, "Leadership Theory in Strategic Planning in Hospitals," reflects his passion for advancing the business side of hospital operations to further advance the mission to improve patients' lives.

He received a Master of Science degree in health administration from Washington University School of Medicine, St. Louis, and a bachelor's degree in finance from Brigham Young University. He is a Fellow in the American College of Healthcare Executives and has served as a Regent for six years.

Currently, Dr. Berrett is the program director of the undergraduate Healthcare Management Program at the University of Texas at Dallas in the Jindal School of Management. He lectures nationally and internationally on transformational leadership, organizational change and performance.

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CLOSING CEREMONY & TRANSFORMATION BREAKFAST

TUESDAY | 9. 24. 2019

Christine Cashen**Why Can't Everybody Just Get Along?!**

With her incredibly humorous and relatable style, Christine gives you the tools to identify, understand and approach conflict creatively. Discover the secrets to defuse anyone in any situation, blow off steam before you boil over, and bring peace to all across the land.

**About Christine Cashen**

For more than 20 years, Christine has energized an amazing variety of audiences throughout the United States, Canada, South Africa and Australia. She is an authority on sparking innovative ideas, handling conflict, reducing stress and energizing employees.

Before hitting the speaking scene, Christine was a university admissions officer, corporate trainer and broadcaster. Christine holds a Bachelors Degree in Communication and a Masters Degree in Adult Education. She is a member of the National Speakers Association and is a Certified Speaking Professional (CSP).

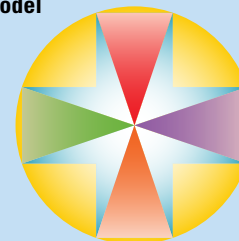
In 2014, Christine was inducted into the National Speakers Association, CPAE Speaker Hall of Fame.[®] Admission into the CPAE Speaker Hall of Fame is a lifetime award for speaking excellence and professionalism. In 2016, she was received an honorary doctorate degree from Central Michigan University.

Her book, *THE GOOD STUFF: Quips & Tips on Life, Love, Work and Happiness*, was named motivational book of the year by the Next Generation Indie Book Awards. She has also been featured as a creativity expert in *HOW Designs at Work* magazine. Her learning resources also include: The Fun Factor DVD, The Good Stuff CD Audio Book and Why Can't Everybody Just Get Along CD.

Christine resides in Dallas with her husband, their two children and Murphy, the chocolate lab.

HR LEADER MODEL / PROFESSIONAL IDENTIFIERS

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 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 27.

SATURDAY 9.21.2019

10:00 a.m. – 6:00 p.m. REGISTRATION
 Conference Services 10:00 a.m. – 5:00 p.m.

CHHR STUDY SESSION

Columbus H 11:30 a.m. – 1:30 p.m.

Prepare for the CHHR exam by joining this interactive study session, facilitated by current credentialed CHHR instructors. The study session will provide an in-depth review for those preparing for the CHHR exam offered both during conference and throughout the year.

PARTICIPANTS WILL:

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

CHAPTER LEADERSHIP WORKSHOP

Randolph 3 1:00 – 4:30 p.m.

CLW is by invitation only.

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.

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EXECUTIVE SYMPOSIUM

Randolph 2 1:00 – 4:30 p.m.

A1   

The Disruptors: How Amazon, Apple, CVS, Other Tech Companies Will Change Health Care

Ron Galloway

Researcher, 818 Research

Health care is going through a massive disruptive phase right now, with most of the changes being brought about by new technologies and new entrants, competitive and non-competitive. Ron Galloway will illustrate the scope of these changes, the impacts, and unintended consequences that may occur within the health care space. After the presentation, Ron and attendees will have a round table discussion on the impacts mentioned. Discuss the concerns of these disruptions with fellow health care executives while brainstorming solutions for the change.

PRECONFERENCE SESSIONS

PERSONAL LEADERSHIP

Columbus KL 12:00 – 4:30 p.m.

A2 

Only the Strong Thrive: Your Strengths to Win in Health Care

Adriane Wilson-Massey

President & Founder, Strengths Zone

Do you have the opportunity to do what you do best every day? Chances are you don't. All too often, our natural talents go untapped. From the cradle to the cubicle, we devote more time to fixing our shortcomings than to developing our strengths. And yet, teams that focus on their strengths are more productive.

This personalized workshop will help you deepen your understanding of your talents and give you valuable insights into how you can use them to meet your goals and achieve success. The discovery of what you naturally do best holds tremendous power and potential. A Gallup Strengths expert will help you understand how to use your greatest talents to maximize performance and how to draw on supporting talents when the time is right.

This half-day workshop will introduce Gallup's strengths-based approach and will help you learn how to use your unique blend of talents to enhance your performance at work.

Please note: Advanced preparation is required and space is limited to 50 participants

FINANCE

Columbus FE 12:00 – 4:30 p.m.

A3  

Health Care Finance for the Non-Finance Professional

Paul Phillips

Technical Research Manager and Accounting Professor, ISACA

This workshop will provide attendees with the skills and theories needed to gain an understanding of health care finance specifically related to concepts impacting Human Resource processes and procedures. The workshop will cover topics such as budgeting, wage analysis, capitalization and other related topics. This course is specifically designed for non-financial professionals.

OBJECTIVES:

- The attendee will gain an understanding of how accounting information assets assist in making decisions
- The attendee will develop an understanding of how to create and manage a departmental budget and the impact on the overall organization's financial health
- The attendee will develop a working knowledge of the typical operating expenses of an organization and how they are accounted for on the financial statements

MANAGEMENT

Columbus G **12:00 – 4:30 p.m.**



This two-part management workshop focuses on building and refreshing management skills. Gain an in-depth understanding of how to develop staff and continue development through effective coaching, ultimately creating a winning team that reflects your management and leadership abilities. Participants will leave with a strategy that they can adapt to identify latent potential, cultivate high performance and create career paths that engage employees at all levels.

Session 1

Pipeline Planning: Smart Talent Development Strategies

Joanne Smikle, Ph.D.
Principal Consultant, Smikle Training Services

There are few health care organizations that have the luxury of not attending to their most important resource — their human talent. This interactive workshop provides a comprehensive approach for cleaning the sludge from your pipeline and creating a flow that feeds key positions throughout the organization.

OBJECTIVES:

- Participants will be able to analyze their current pipelines and identify opportunities for action
- Participants will be able to craft developmental paths for a range of positions throughout the organization
- Participants will be able to effectively utilize customized developmental plans for a range of positions.

Session 2

Improve Performance Through a Coaching Culture

Allison Davis
VP Organization Development, Lahey Health

Coaching can transform relationships between leaders and employees while improving engagement, retention of talent and quality initiatives. Lahey Health is using innovative strategies to build a coaching culture and will share the highs and lows of creating a sustainable coaching culture, the critical leadership roles HR and operational leaders can take to deliver better business results, prepare employees for change and build a more positive work environment.

OBJECTIVES:

- Learn how HR and operations leaders can leverage coaching as a performance management, career development and indicator of wellness.
- Understand specific tactics of establishing a coaching culture and the positive impact on employees and business outcomes.
- Learn how to measure coaching outcomes using three business measures: impact on engagement, reduction of turnover, quality of performance evaluations.

CHHR EXAM

Roosevelt 3A

CHHR Exam Check-in (*advance registration required*) **2:00 p.m.**
CHHR EXAM (*advance registration required*) **3:00 – 5:00 p.m.**

FIRST-TIME ATTENDEE & NEW MEMBER RECEPTION

Grand Ballroom FE **4:30–5:00 p.m.**

New members and first-time attendees are invited to meet the ASHHRA Board, volunteer leaders and ASHHRA staff. This is a great opportunity for you to learn how to become more involved in ASHHRA, map out the ASHHRA19 conference, and network with other new members and first-time attendees.

WELCOME RECEPTION

Grand Ballroom AB **5:00–6:00 p.m.**

Start the conference by stopping by the Welcome Reception to enjoy a beverage or two, have a snack, and mingle with your fellow attendees.

All attendees and full conference exhibitors are welcome.

HR Leader Model / Professional Identifiers

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

Expand the conversation!
#ashhra19

SUNDAY 9.22.2019

7:00 a.m. – 6:00 p.m. REGISTRATION
 Conference Services 7:30 – 10:30 a.m. | 12:45 – 5:00 p.m.

REGIONAL BREAKFAST

Grand Ballroom AB 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 2019 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.

OPENING CEREMONY | KEYNOTE PRESENTATION

Grand Ballroom CDEF 9:15 – 10:45 a.m.

ASHHRA 2019 Board President **Sarah Fredrickson** will welcome everyone to the ASHHR 55th Annual Conference & Exposition. Hear about what ASHHR has in store. Be inspired to make the most of your experience while attending learning sessions, networking, engaging with exhibitors at the exposition, recognize the recipient of the Outstanding Leadership and Service Award and taking advantage of all that Chicago has to offer.

Then keynote speaker **Captain Richard Phillips** will motivate attendees to “*Steer Your Ship Through Rough Waters: Lessons on Leadership from Captain Phillips.*”

Read more about Captain Phillips on page 8.

Keynote Speaker Sponsored by



EXHIBIT HALL | EDUCATION THEATRE | LUNCH

Riverside Center 10:45 a.m.–1:00 p.m.

Visit more than 125 exhibitors, complete your **Passbook to Prizes** entry form, stop by the **ASHHRA Education Theatre** to catch a Rapid Fire session, visit the **Headshot Lounge** sponsored by TIAA and enjoy lunch with fellow attendees.

Read more about the Exhibition Highlights on page 6.

LEARNING SESSIONS 1:00–2:00 p.m.

B1.1

ROOM: **Columbus IJ**

Alignment of HR Time and Attendance Metrics with a Nursing Retention Focus

Karen Nye, MHR, BSN, RN, SHRM-CP

Manager Centralized Nursing Payroll and Scheduling, University of Utah Health

The Centralized Nursing Payroll Team at University of Utah Health currently manages payroll for over 3,200 clinical employees. The team has developed reportable standardized process for tracking employee time and attendance specific to early clock-ins prior to assigned shift start, missed lunches, lunches taken less than 20 minutes, missed punches/badge swipes and late clock-outs beyond scheduled shifts. The team has developed individualized reports and an executive scorecard. The employee report and executive score card is sent out after each pay period with intent to identify how the nursing unit is performing in regards to the above five metrics and associated financial implications with each reported metric. This information is being used to identify educational opportunities with staff and enforcement of HR Time and Attendance Policy, as well as creating transparency with clinical areas that would be at risk for compassion fatigue, once employee behavioral components are addressed.

OBJECTIVES:

- Develop understanding of how standardized Time and Attendance tracking can be used in any organization
- Learn how to apply the Time and Attendance Metrics to identify and capitalize on financial savings opportunity
- Use the Time and Attendance Metrics to identify programs to support nursing retention and reduction of compassion fatigue.

B1.2

ROOM: **Columbus GH**

Creating Organizational Change: Every Moment Matters

Tracy Church, MAOM

Executive Vice President and Chief Administrative Officer, Hartford HealthCare

Joseph Cabral, MS

Chief Human Resources Officer and President of Workforce Solutions, Press Ganey, Inc.

It is widely understood that engaged employees provide the best patient experience and aligning the corporate culture across the workforce is critical to high-performance. Two years ago, Hartford HealthCare’s CEO proclaimed that improving the patient experience must be their number one priority and doing so would also require being number one in employee experience. Creating an engaged workforce meant driving meaningful integration and alignment across all 270+ provider sites and more than 18,000 employees. The strategy to culturally transform itself into a patient experience-focused organization was comprised of a multi-year campaign titled “Every moment matters” and a holistic, organization-wide commitment to continuous improvement. Presenters will share how, through marketing assets, a staff recognition program, leadership, staff and provider training, and a newly formed consumer engage-

ment organization, employees were regularly reminded of the staff engagement program in place to make every moment matter to successfully achieve organizational transformation.

OBJECTIVES:

- Attendees will be able to create evidence-based framework to enrich organizational culture, align workforce and promote continuous improvement
- Identify opportunities for improvement that drive work-unit performance
- Share roadmap and tactics that can be deployed to accelerate cultural change.

B1.3  

ROOM: **Columbus AB**

2017 Registered Nurse Survey Results

Marcia Faller, Ph.D., RN

Executive Clinical Advisor, AMN Healthcare

Cole Edmondson, DNP, RN, NEA-BC, FACHE, FAONL, FAAN

Chief Clinical Officer, AMN Healthcare

Dr. Marcia Faller will share results from the 2017 Registered Nurse Survey by AMN Healthcare that explored the attitudes and views of nurses, one of the largest and most influential group of health care professionals. Session participants will hear about nurses’ career aspirations, their attitudes toward higher education, leadership and national licensure. Dr. Faller will discuss the sweeping changes in the health care field that are reshaping the roles and duties of millions of clinical professionals, while also transforming staffing supply and demand. She will explain the macro trends that are impacting patient care and organizational success, and discuss with participants how health care providers can face these challenges.

OBJECTIVES:

- Learn the viewpoints of 3,347 registered nurses about leadership, shortages, and their profession
- Understand nurse motivations in choosing their career and frustrations in working in their field
- Learn best practices for nurse retention and development in leadership roles.

B1.4 

ROOM: **Columbus GH**

Conflict, Incivility and Bullying: Knowing the Difference and Creating a Work Environment Where Healthy Conflict Can Thrive

Jane McLeod, MSN RN

Co-Founder /Principal, Capstone Leadership Solutions

Sue Tetzlaff, RN, RHIA, MHA, FACHE

Co-Founder /Principal, Capstone Leadership Solutions

Health care is a stressful work environment and no one sees more of the potential for violence in a work environment than the HR professional. How do you create a work environment where healthy and productive people can flourish? A work environment where there is a new level of leadership — it’s called employee to employee. This can all be attained through the development

and training of your employees and leaders. Creating standards so that those that are uncivil and bully stand out and stand alone.

Listen and interact with the authors of “The Employee Experience: A Capstone Guide to Peak Performance” as they describe a Just Start work environment where employees are your strategy!

OBJECTIVES:

- Understand how utilize two personal tactics when subjected to incivility
- Implement and utilize two leadership tactics in response to workplace bullying
- Attendees will be able to utilize the demonstrated tactics to create a culture that promotes civility in the workplace.

B1.5  

ROOM: **Columbus IJ**

Internal Customer Service: Roll out the Red Carpet for Your Team

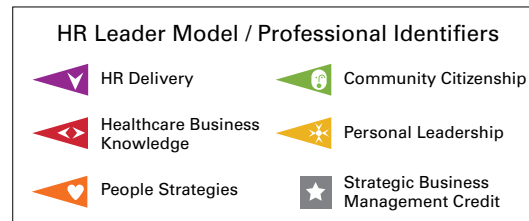
Donna Cutting, CSP, BA

Founder & CEO, Red-Carpet Learning Systems, Inc.

Your patient experience is only as good as your least engaged employee. However, employee turnover rates are up five percent from 2010. It’s time to pay attention to the employee experience. Internal customer service is more than the employee of the month or typical morale-boosting efforts. If you want your team to roll out the red carpet for patients, you must roll out the red carpet for them. In this high-energy, interactive session learn strategies for improving workplace communication, offering personal and professional development, and applying customer service principles to your staff. Learn how the HR team can help organizational leaders build the kind of place where people love to come to work!

OBJECTIVES:

- Identify key customer service strategies for improving employee retention
- Learn how to evaluate the gap between the employee experience you want to create and the one you currently provide
- You will obtain actionable ideas for getting people engaged in your mission, excited to come to work all day and feel valued.



B1.6  

ROOM: Columbus CD

Employment Practices Under Current Medical Marijuana Laws

Jill Lashay

Shareholder, Buchanan Ingersoll & Rooney PC

Currently, there are several states where medical marijuana is legal, but it is still illegal at the federal level. What should an HR professional do if a physician or health care worker tests positive during pre-employment testing or comes forward with a prescription for medical marijuana? There are ramifications for the employer from an ADA and FMLA perspective, but also issues regarding patient safety to consider. This session will help make sense of this complex subject and give health care HR professionals a pathway forward.

OBJECTIVES:

- Understand the conflict between federal law and state medical marijuana laws when providers, nurses and other healthcare professionals/para-professionals use medically prescribed marijuana
- Discover what restrictions, if any, a health care employers can place upon employees working in “safety sensitive” jobs while using medically approved marijuana
- Learn the best practices for employers (i.e. policies, procedures and protocols) when dealing with employee workplace accommodations and leaves of absence when using prescribed medical marijuana.

B2.1    

ROOM: Columbus EF

Out of the Gate! Strategies to Engage and Retain Your Newest Talent

Tracy Olson, SPHR, SHRM-SCP

Human Resources Officer, Avera Health

Located in the heart of the Midwest, Avera Health provides quality health care despite record low unemployment. Because of the rural nature of their services, it became imperative to increase retention as there are so few candidates to fill open positions. An aggressive retention strategy was implemented with 1,100 leaders across the organization. Attend this session to learn what strategies Avera implemented across their system to improve first-year retention resulting in an estimated cost savings of \$7,000,000.

OBJECTIVES:

- Become aware of the HR Leader role in successful implementation of retention strategies
- Participants will be able to identify unique recruitment and retention challenges in rural service delivery
- Become aware of implementable and innovative solutions to support employee retention.

B2.2  

ROOM: Columbus KL

No Good Deed Goes Unpunished: Diversity Initiatives Gone Awry

Marife Ramos, PHR, SHRM-CP

Dir of Operations, EEO/AA Division, Biddle Consulting Group

Cassie Shamber, PHR, SHRM-CP

Consultant II, Biddle Consulting Group

Too often, goals are commonly seen as a “recruitment” issue... that by simply “casting a broader net” an organization can make meaningful progress towards diversifying the workforce. Hence, organizations focus much of their attention and efforts in outreach and recruitment to address their goals. Unfortunately, diversifying applicant pools without addressing underlying roadblocks in the selection process(es), can often lead to elevated adverse impact. In short, organizations “shoot themselves in the foot.” The session will focus on bringing these issues to light so that more meaningful and effective programs can be created.

OBJECTIVES:

- Understand how practitioners should review their diversity metric results to ensure meaningful programs are created
- Learn about a real life example on how a great diversity initiative could backfire
- Understand the significance of adverse impact and why HR practitioners need to know this important topic.

B2.3  

ROOM: Columbus GH

A Contrarian Guide to Team Conflict: Why You Need It On Your Team

Laura Davis

CEO & Founder, Laura A. Davis & Associates, Inc.

The health care landscape is changing rapidly. Competitors are emerging from the most unexpected sources and they’re moving into the marketplace faster than ever. If individuals, teams and organizations can’t come together to make sound decisions quickly and move forward together, they will be left behind. AND at the core of great decision-making and creative thinking is productive conflict. Most people think the word “conflict” is a dirty one conjuring up visions of mean-spirited arguments and hurt feelings. However, healthy productive conflict is essential for an organization to stay relevant and successful.

In this highly interactive session, you will learn to identify conflict-related behaviors that show up in typical work situations as well as what to do about them. You will walk away with tools you can use immediately!

OBJECTIVES:

- Distinguish between healthy productive conflict and unhealthy unproductive conflict in typical work situations
- Discover and transform your own automatic thoughts in conflict situations and how they can influence your behavior positively or negatively
- Learn concrete tools and techniques to use to have more productive conflict on your team(s) immediately.

B2.4 

ROOM: Columbus CD

How Rural Health Care Providers Are Leveraging Foreign Talent to Fill Critical Health Care Shortages – And What Large Hospital Networks Can Learn from Them

Michael Murray, J.D.

Founding Partner, FordMurray

Health care providers in rural areas are in the crosshairs of some of the biggest challenges in health care delivery today. In addition to meeting the health care needs of aging baby boomers, battling the opioid epidemic and stemming the cost of health care delivery, rural health care providers oftentimes must contend with shortages in physicians and other providers — the people most needed to address many of the previous concerns. Rural health care HR leaders are increasingly opting to fill vital positions through the hiring of foreign physicians and are uniquely positioned to do so using the Conrad Visa Waiver program. Learn more about Conrad Waivers, who can use them and how they can be used outside of rural health networks. Leave with an understanding of other recruitment and immigration employment strategies used by rural health care HR teams to ensure the best continuum of care for their patients.

OBJECTIVES:

- Develop recruitment strategies that identify qualified foreign candidates
- Understand how to identify a Conrad Waiver Candidate and Sponsor a Candidate for a Conrad Visa Waiver
- Discover how to retain foreign physicians beyond their visa employment.

B2.5 

ROOM: Columbus AB

Facilitating Provider Professionalism: How Human Resources Can Break the Cycle of Disruptive Provider Behavior

Dennis Westlind, J.D., Ph.D.

Attorney, Bullard Law

Maryann Yelnosky, J.D.

Bullard Law

Disruptive provider behavior is a direct threat to patient safety and the quality of care. It is also a major employment law risk. Human resources professionals are often asked to address provider behavior, often without the necessary tools or organizational support to effectively create clinical environments conducive to high-quality patient care and a highly engaged workforce. This presentation will demonstrate how human resources can best support clinical leadership in managing disruptive provider behavior. We begin with laying a strong foundation through physician employment agreements, medical staff bylaws, and HR policies. Next, we discuss the role of early professionalism training and provider mentor programs to establish professional expectations and a positive professional culture. Finally, for those cases where prevention is insufficient,

we examine the best practices for investigation, discipline and termination, and how to work cooperatively with medical staff.

OBJECTIVES:

- Set effective expectations and ground rules that help prevent disruptive provider behavior
- Create and support professionalism and positive behaviors through training and mentoring
- Effectively investigate disruptive behavior and, when necessary, discipline and discharge employed providers in cooperation with medical staff.

LEARNING SESSIONS 3:30–4:30 p.m.

B3.1 

ROOM: Columbus AB

A Merger in the Mountains: The Story of a Multi-State Regulated Merger of Two Competitive Health Care Systems from the HR Professionals Who Led It

Hamlin Wilson

Vice-President, Employee Relations, Bristol Regional Medical Center

Debbie Dover, SPHR, SHRM-SCP

Chief Human Resources Officer, Ballad Health

Merging two highly competitive health systems into a new health system is typically a challenge of a lifetime for human resources professionals. But the creation of Ballad Health last year was anything but typical. As part of a four-year and highly onerous process, a Certificate of Public Need (COPA) had to be earned from the states of Tennessee and Virginia in order to proceed with the merger. The COPA required significant community input and ultimately an investment commitment of \$308 million by Ballad in the health of the service area's population. Learn the mission-critical role that HR played in preparing both legacy organizations for the merger and in launching both a new culture and new HR programs in a highly compressed time period. Attendees will learn directly from the senior HR leadership who implemented the strategies that successfully supported the merger and those that were missteps.

OBJECTIVES:

- Achieve an understanding of how regional and organizational cultures influence successful mergers
- Acquire practical knowledge of strategies and HR leadership competencies essential to successful workforce integration
- Attendees will understand the challenges and pitfalls of mergers and proactively prepare to navigate through those challenges.



Expand the conversation!

#ashhra19

B3.2  

ROOM: Columbus CD

Cultivating a Candidate-Centric Recruitment Experience

Joseph Marino*Senior Vice President, Human Your RPO Partner***Christine Johnson, PHR, MBA, SHRM-CP***Vice President of Human Resources, Baptist Health of Jacksonville*

Cultivating a candidate-centric recruitment experience is imperative for Talent Acquisition teams today. In this session, you will learn the steps one of Northeast Florida's largest health systems, along with their recruitment process outsourcing (RPO) partner, took to transform their entire recruitment process. Discover how changing their ATS system, introducing new candidate touchpoints and more, transformed their recruitment experience for the better.

OBJECTIVES:

- Understand how to implement an Applicant Tracking System (ATS) that is best for both the candidate and recruiter
- Identify specific candidate touch points and interactions conducive to a candidate-centric application process
- Improve your organization's candidate experience by following an eight-step checklist.

B3.3   

ROOM: Columbus IJ

Developing a Bold Leadership Program to Identify, Uniquely Educate and Mentor Women to Fill Leadership Succession Gaps

Trasee Whitaker, SPHR, SHRM-SCP*Chief Human Resource Officer, Masonic Communities Kentucky***Nicole Candler***Chief Marketing Officer, Masonic Communities Kentucky*

Our presentation will provide the details of how and why we developed the program, real examples of the program's successes, including increased employee engagement and retention, and how to get commitment and support from the senior leadership team. We will also describe educational sessions, mentoring and executive coaching that were developed for the six-month Women In Leadership curriculum. The presentation will also provide: Justification for a leadership adaptive program and the importance of having an exclusive women-only environment; examples of how to create an affordable, impactful program using existing network and sources; tips for how a successful program can be used as an effective recruitment tool for all employment roles.

OBJECTIVES:

- Define the business case for your leadership program to ensure support and commitment from all levels
- Understand how human resources, marketing and fundraising senior leaders can develop a leadership program that engages influential community leaders and improve annual employee satisfaction results
- Learn the best practices to develop your own training revolution and begin creating a talent pipeline solution.

B3.4  

ROOM: Columbus KL

Optimizing Best Practices and Resources to Minimize Use of Outside Counsel When Resolving Health Staff Issues

Larry Jensen, J.D.*Attorney, Hall, Render, Killian, Heath & Lyman, PSC***Jennifer Gonzalez, J.D.***Vice President Human Resources, Metro Health Hospital*

This session will provide best practices and guidelines for internally handling matters where outside counsel is typically consulted including investigations, terminations, discipline, accommodations and leaves of absence. Following a brief overview of the most frequent stumbling blocks and inefficiencies, specific checklists and resources will be offered to demonstrate improved efficiencies that may be gained from coordinating best practices with outside counsel before problems arise. Learn practical lessons to effectively and efficiently utilize outside counsel (when necessary) to resolve health staff issues that will give your health system an advantage in keeping costs down.

OBJECTIVES:

- Understand the most common inefficiencies and missuses of outside counsel when handling health human resource staff issues
- Recognize the opportunities and areas where checklists and other resources can drastically improve efficiencies in addressing frequently encountered health human resource problems
- Learn and implement practical strategies for streamlining the utilization of outside counsel.

B3.5    

ROOM: Columbus EF

A Collaborative Model to Address the Impacts of Domestic and Sexual Violence in the Workplace

Leslie Holt, M.S.*Manager, Human Resources, University of Maryland, St. Joseph Medical Center***Sarah Gonzalez Bocinski***Program Manager, Economic Justice and Workforce Initiatives, Futures Without Violence*

With a focus on patients, signs of domestic and sexual violence experienced by health care workers can often be overlooked. Learn about emerging best practices for employers, coworkers and human resources professionals to effectively recognize, proactively respond to, and work to prevent incidents of violence against colleagues that can have disastrous consequences for the workplace. Presenters from Futures Without Violence, St. Joseph Medical Center at the University of Maryland, and House of Ruth Maryland, will reflect on lessons learned from a collaborative project to build an intimate partner violence prevention and response program for health care workers.

OBJECTIVES:

- Identify the ways that domestic and sexual violence and stalking impact workers and the workplace.
- Describe the ways that employers and human resources professionals can effectively prevent and proactively respond to incidents of workplace

violence that promote a victim-centered approach along with accountability for employees who are perpetrators.

- Explore a collaboration model for the employer and community stakeholders to address the impacts of domestic and sexual violence and stalking on workers and the workplace.

B3.6 

ROOM: **Randolph 3**

Latest Trends and Insights on Health Care Organizing Across the Country

Bob Long

Consultant, IRI Consultants

Harry I. Johnson, III

Partner, Morgan Lewis, Former NLRB Member

G. Roger King

Consultant, IRI Consultants

Senior Labor and Employment Counsel, HR Policy Association

Interactive session with former National Labor Relations Board (NLRB) member and expert in labor relations to gain critical knowledge about health care organizing trends, tactics and likely changes in NLRB rulemaking. The session examines case law, unions' digital media strategies, and how labor organizing activity has evolved as a result of expedited election rules, acceptance of electronic signatures, greater adoption of new technologies, and novel organizing strategies. The session also includes group discussion on countering health care campaigns from coast-to-coast, where they will reveal answers to questions like: How unions are becoming smarter, more selective and capitalizing on digital media strategies; What lessons have been learned in effectively countering a new age of organizing activity; How to change the conversation and mitigate union corporate campaigns.

OBJECTIVES:

- Learn about up-the-minute health care union organizing trends.
- Understand how upcoming NLRB cases and new proposed rulemaking can help health care organizations.
- Find out how health care organizations are effectively countering the most complex organizing drives in the country.



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!

EXPO MIXER

Riverside Center

4:00–6:00 p.m.

After your day of learning, come back to the exhibit hall and socialize with the exhibitors at the Expo Mixer! Take this time to ask follow-up questions and to say, "Thank you for supporting ASHHRA," while you enjoy a beverage or two, some food, and great conversations.

SOCIAL EVENT

Adler Planetarium

7:00–9:30 p.m.

Out of This World!

Tickets required

Enjoy food, music, dancing and drinks along with games and other activities. The patio also offers great views of the Windy City and the night sky!

Social Event guests will have EXCLUSIVE access to two exhibits: *Our Solar System* and *Shoot for the Moon*. The Solar System exhibit is connected to the Café/Solarium where the main reception will be held. The Mission Moon exhibit is connected to the Rainbow Lobby where attendees would enter. It is also conveniently accessible from the Café/Solarium & Solar System Exhibit.



Shuttle Information

Buses will start loading at 6:30 p.m. from the East Tower entrance on Wacker Drive. Buses from the Adler Planetarium returning to the hotel depart at 9:15.

IMPORTANT: A ticket is REQUIRED for each person to enter the venue. You will not be admitted to the event without a ticket – no exceptions.

Didn't get your ticket? Check out the mobile app to see if one of your fellow attendees has an extra ticket.

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MONDAY 9.23.2019

7:00 a.m. – 3:00 p.m. **REGISTRATION**
 Conference Services 7:30 – 9:30 a.m. | 12:00 – 4:30 p.m.

STATE OF AFFAIRS BREAKFAST | KEYNOTE

Grand Ballroom CDEF 8:00 – 9:15 a.m.

Continuing the theme of recognizing leadership excellence at the State of Affairs Breakfast, ASHHRA 2019 Board President Sarah Fredrickson will present the awards to this year's recipients of the Gary Willis Leadership Award as well as the HR Visionary Leader Award. Afterwards, enjoy breakfast and the keynote presentation by **Britt Berrett, Ph.D., FACHE**, former president of Texas Health Presbyterian Hospital Dallas and executive vice president of Texas Health Resources. Based on his co-authored book, *Patients Come Second — leading change by changing how you lead*, a New York Times, USA Today and WSJ Best Seller, Dr. Berrett will discuss how your leadership strategy impacts your outcomes, and if you can take care of your employees first, they will, in turn, take care of your patients. He will cover 10 key points, with examples and humor that will inspire you to lead differently.



Read more about Britt Berrett on page 8.

Keynote Speaker Sponsored by: **VOYA**
 FINANCIAL

EXHIBIT HALL | EDUCATION THEATRE | LUNCH

Riverside Center 9:15 a.m.–12:15 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** (booth 607), the **Center for Excellence** (booth 526), and the **Education Theatre** (booth 528)!

LEARNING SESSIONS 12:30–1:30 p.m.

C1.1 ROOM: Columbus AB

Recruiting and Retaining New Nurses: Lessons Learned from Three Years of a Nurse Residency Program

Elizabeth Bruno, MSN, RN
 Chief Learning Officer, Baptist Health

This session provides an overview of the structure, staffing, content and strategies employed by a large health system as a nurse residency program was designed, deployed, evaluated and modified over a three-year period. Recruitment and retention strategies will be discussed and both HR and clinical metrics will be shared. The presentation will cover both the positive lessons learned as well as those of the "what were we thinking?" variety.

OBJECTIVES:

- Participants will learn to identify three strategies associated with enhanced nurse engagement, connection to a new unit and willingness to "stay"

2019 Awards and Recognitions

	NAME	TITLE / ORGANIZATION	
Gary Willis Leadership Award 2019	Colin Lyle	Sr. Manager of Talent Acquisition, AdventHealth	
HR Visionary Leader Award 2019	Tanya Rippeth	Senior Director, Human Resources, Vail Health	
New-to-the-Profession Grant <i>(sponsored by HealthcareSource)</i>	Judy Wilbanks	Talent Acquisition Specialist, Southeast Georgia Health System	
	Rebecca Bargfrede	Chief People Officer, Marcus Daly Memorial Hospital	
	NAME	TITLE / ORGANIZATION	CHAPTER
Outstanding Chapter Achievement 2019	Suzanne Chong	Human Resources Specialist, Montefiore Medical Center/Weiler	Association of Healthcare Human Resources Administrators of Greater NY
	Pamela Drake	Director of Healthcare Unemployment, Employers Edge	Colorado Healthcare Association for Human Resource Management
Outstanding Chapter Officer 2019	Michelle Emmons	Senior Director, Human Resources, Montefiore Medical Center/Weiler	Association of Healthcare Human Resources Administrators of Greater New York
	Shannon Demgen	Senior HR Generalist & Compensation Analyst, MNGI Digestive Health	Healthcare Human Resources Association of Minnesota
	Mandy Dobosenski	Director of Human Resources, Canvas Health	Healthcare Human Resources Association of Minnesota

- Participants will be able to list at least three strategies to improve clinical content retention and improve the performance of new nurse residents
- Participants will be able to discuss the “manager factor” and how it relates to not only retention, but overall organizational “buzz.”

C1.2 

ROOM: **Columbus EF**

The Art of Acknowledgment: Why Managers Really Don't Recognize Employees and What HR Leaders Can Do About It Today?

Christopher Littlefield
Founder, AcknowledgmentWorks

Study after global study shows that recognition is fundamental to the engagement and retention of top talent and the effectiveness of our hospitals. So why do managers still avoid doing it? Through an interactive and often hilarious process, participants will see how common—yet easily avoidable—practices and misconceptions around the recognition process often unintentionally sabotage engagement efforts, break down communication, and lead individuals and teams to unnecessary conflict and burnout. HR leaders will walk out with new insights and concrete tools and strategies to both better take care of themselves and take total rewards programs to the next level.

OBJECTIVES:

- Gain tools to guide even the most reluctant managers and senior leaders to authentically recognize employees
- Get trained in a new, easily transferable technique that will help managers get to the heart of what their employees really wants and needs to feel valued every day
- Gain a new depth of understanding around the recognition process that will help you avoid burnout and support you to be more effective both personally and professionally in all aspects of your HR role.

C1.3 

ROOM: **Columbus BL**

The Role of HR in Achieving Health Care M&A Success

Colin Pierce
Managing Director, Institutional Retirement Healthcare, TIAA

As mergers and acquisitions in health care continue to trend up, creating a seamless transition from multiple entities into one new organization is critical to maintaining a high level of patient care. Managing people as the workforce evolves is equally fundamental. These types of changes demand strong leadership from human resources to lead the integration of people, jobs, cultures and benefits. We invite you to join senior HR leaders from key health care systems as they share their experiences and best practices.

OBJECTIVES:

- Recognize the differences between a merger versus an acquisition and how to outline your plan/approach
- Understand workforce challenges facing a health care system during M&A activity
- Understand the importance of enlisting services from vendors and/or consultants to help evaluate, consolidate and craft your new organization's total rewards program.

C1.4 

ROOM: **Columbus CD**

Strength-Based Leadership: How to Engage Employees to Improve Organizational Culture

Sunjay Nath, MBA, BScE, CSP
Professional Speaker, Spetha Inc.

Lack of engaged employees can lead to higher turnover, lower job sanctification and lower the morale of the engaged part of the workforce. These are all significant financial and non-financial costs to an organization. Understanding and implementation of the 10-80-10 Principle, which is a framework that allows groups to better engage team members by focusing energy and efforts in the “right places” is the key to overcoming these challenges. Every team has Top 10 and Bottom 10 best practices toward getting employees engaged. What people lack is a methodology that allows them to understand where is the best allocation of their resources and efforts. Delivered in a high energy, high content and highly humorous manner, this program is filled with practical and relevant examples which allow the audience to identify Top and Bottom 10 and then A.C.T. with the 10-80-10 Principle to create a highly engaged workforce.

OBJECTIVES:

- Participants will gain tools for efficiency by focusing on the “right” activities
- Increase team cohesion by increasing output with fewer resources
- Discover new ways to increase job satisfaction and reduce turnover.

C1.5 

ROOM: **Columbus GH**

A Guide to Hiring Heroes: Helping Veterans Find Their Place

Theresa Mazzaro, RN, CHCR, RACR
Senior Talent Acquisition Specialist, Suburban Hospital, a Member of Johns Hopkins Medicine

Michelle Reed
Chief Marketing Officer, SkillSurvey

An estimated one million service members are expected to enter the civilian workforce in the coming years. The U.S. Military spends billions each year training these men and women, developing competent and highly motivated leaders. As a result, most vets emerge from their military careers with proven records of positive employment outcomes. This should be a wonderful source of star employees for our facilities, yet these heroes actually end up facing the biggest battles of their careers as they transition to the civilian workforce.

OBJECTIVES:

- Understand the barriers facing veterans and our institutions as these heroes transition to the civilian workforce
- Learn to educate our organizations on how to more effectively hire veterans by hearing a panelist's personal case study, translating a veteran's resume
- Understand the true benefits of hiring veterans.

C1.6  

ROOM: Columbus IJ

Managing Change: A Case Study in Successfully Rebuilding a Benefits Program

Lisa Abbott, MBA, SPHR

Senior Vice President of Human Resources and Community Affairs, Lifespan

Managing changes to a benefits program in a large organization can be a big challenge. Making the case for change and influencing all the constituents needs to be carefully supported with data, sound strategy and compelling communication. In 2017, Lifespan invested in a major change to their benefits program. In one year, these changes provided dramatic changes in all key measurements including engagement up by 24%, participation up by 43%, and savings rate up by 17%. In this session, you will hear a case study from Lifespan on how they accomplished these dramatic changes. Lifespan is Rhode Island's first and largest health system with over 1,100 beds. It was founded in 1994 with 2 hospitals and has added 3 more. The workforce has grown 25% in the past 9 years and now has over 14,800 employees with 30% of them unionized.

OBJECTIVES:

- Learn about a case study in successful change management
- Learn how to use data and analytics to influence senior leadership
- Gain insights into how to influence employees.

C2.1   

ROOM: Columbus CD

Leveraging Strategic Communication Tools to Drive Employee Engagement

Robert Moll, MBA, APR

Senior Communications Consultant, IRI Consultants

Megan Mitchell, BA

Communications Consultant, IRI Consultants

Information is everywhere, content is coming at your employees faster than ever, and in far greater volumes. In this environment, information easily gets lost, attention spans are waning, misinformation is increasingly rampant and yet the need to communicate effectively with your employees is more important than ever. Every organization communicates with its employees. But how can effective strategic communications enhance employee engagement (and help raise your scores)? Can proactive communications help mitigate many of the traditional “triggering events” that prompt unions to engage employees? How does new media — digital, infographics, and video — coexist with, and even enhance, traditional methods? How do you communicate effectively across multiple generations? In this session, learn about real-world examples of how

leading health systems navigated massive change — including pay and benefit changes, mergers and other major milestones — and emerged stronger. You will also look at ways that systems are managing the balance between internal and external audiences, including media, local leaders and elected officials.

OBJECTIVES:

- Learn how to use critical, and sometimes challenging, announcements to reinforce an organization's culture and foster greater engagement
- Learn how “new media” tactics are being used with greater frequency and driving engagement
- Learn about best practices in communicating with employees.

C2.2  

ROOM: Columbus IJ

Late Career Practitioner Policies: Trading One Risk for Another

Michael Bertoncini

Principal, Jackson Lewis P.C.

This program is intended for human resources executives who work with their physician leader colleagues on medical staff matters. As the physician population ages, hospitals and other health care providers have struggled with how best to address concerns about the possibility that late career physicians may no longer have the physical or mental ability to safely perform their jobs. Many medical staffs have adopted policies requiring more frequent recertification and physical and mental evaluations for all practitioners over a certain age. However, some argue that such policies violate state and federal anti-discrimination laws.

OBJECTIVES:

- Analyze the perceptions and data driving the adoption of late career practitioner policies
- Identify the legal risks associated with late career practitioner policies
- Learn best practices for implementing late career practitioner policies

C2.3    

ROOM: Columbus AB

Alignment of Employer Branding, Data Analytics and LEAN Mindset for HR Strategic Business Partnership

Ekta Vyas, Ph.D., M.S., SHRM-SCP, HCS, sHRBP

Director, Human Resources & Adjunct Management Faculty, Stanford Children's Health

The health care recruitment function is a process that is heavily laden by compliance and regulatory requirements, in addition to being influenced by the current demand and supply challenges for multiple clinical and non-clinical specialties. Delays in the recruitment cycle and not meeting all stakeholders' needs in a timely manner puts into question the resourcefulness and credibility of the HR function. At Stanford Children's Health, this situation was exacerbated by increased demands related to the high volume recruitment associated with the 2017 hospital expansion which had an expected add of 500 new positions, in addition to regular recruitment. This session presents employer branding and employee value proposition strategy, workforce planning and LEAN process

improvement methodology adopted to standardize and improvise the recruitment process flow, and build a solid talent pipeline for successfully opening America's most technologically advanced pediatric hospital in December 2017.

OBJECTIVES:

- Learn how to establish strong alignment between the corporate and employer brand through strategic partnership between Corporate Marketing and HR.
- Understand how to leverage LEAN methodologies to standardize HR processes for increased frontline engagement, performance and accountability.
- Learn how to track the ROI measured through advanced analytics such as career site conversion rate, success of the employee referral program, social media strategy returns, source per hire and time-to-fill metrics.

C2.4

ROOM: **Columbus GH**

Building Physician Leadership Competencies for HealthCare 2.0

Robert Phillips, M.D., Ph.D.

EVP and Chief Medical Officer, Houston Methodist

Dr. Rita Numerof, Ph.D.

President, Numerof & Associates, Inc.

The health care industry is in process of major restructuring, shaped by new regulatory, economic, and market factors into a more market driven landscape – Healthcare 2.0. Many of the demands of Healthcare 2.0 have their greatest impact on clinicians, which makes physician leaders pivotal in enabling delivery organizations to succeed in this new environment. For that reason, leadership teams need to make development of physician leaders a particular focus. This session will introduce a leadership development framework that ensures that physician leadership roles, responsibilities and competency sets are linked to organizational goals. Presenters will walk participants through the development and use of role charters to blend structured and applied learning experiences to build leadership competencies among this critical employee group.

OBJECTIVES:

- Understand key industry forces and how they're shaping specific competency requirements for physician leaders.
- Outline a macro level roadmap, including the critical elements for developing physician leader competencies.
- Understand the necessary organizational alignment efforts needed to support physician leaders in the successful fulfillment of their roles.

C2.5

ROOM: **Columbus KL**

Student Loan HR Benefits in the Health Care Field

Rebecca Maurer, J.D.

Attorney, Maurer Law LLC

If you want to recruit and retain top talent for your health care system, you need to be thinking about student loans. Doctors, nurses and other medical professionals are saddled by more student loan debt than in almost any other sector. Because of this reality, health care systems are increasingly offering a student

loan HR benefit. But what do you need to know if you are thinking about a student loan HR benefit for your health care system? This one-hour session goes over the basics of student loan benefits, the current programs out there and federal public service loan forgiveness compliance for HR departments and employees. The goal is to empower HR professionals to understand the federal student loan system and, if desired, incorporate student loan benefits into their talent retention and recruitment packages.

OBJECTIVES:

- Understand the requirements needed to help your employees utilize the federal public service loan forgiveness program.
- Gain awareness and compare student loan HR benefits including monetary and non-monetary benefits.
- Understand the role student loans play in talent retention and recruitment.

C2.6

ROOM: **Columbus EF**

AI's Impact on the Health Care Workforce

Lindsey Burgstahler

Vice President, American Hospital Association

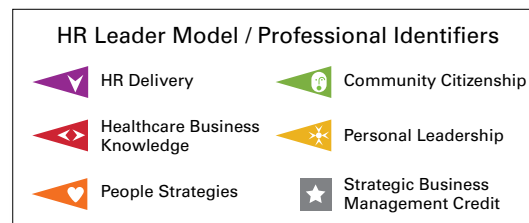
Rosemary Sheehan

Chief Human Resources Officer, Partners Healthcare, Inc.

How will clinical roles and responsibilities change as new delivery models and technology to coordinate care and provide care at the home intersect? How do I recruit the top talent required for a competitive advantage in an AI-enabled world? What competencies will be most attractive to health care employers as automation grows? This session will explore findings from the AHA Center for Health Innovation's Market Insights report on the impact of artificial intelligence on the health care workforce. Hear about current and predicted AI use cases and the impact on the roles and responsibilities of the health care workforce. Discuss with your peers the skills, behaviors and traits that will give your organization a competitive edge in an era where machines and people will work together to optimize care.

OBJECTIVES:

- You will be able to describe the various forces driving an increasing level of automation and use of AI in health care delivery
- Analyze the skills and competencies least likely to be replaced by AI – and therefore most critical for the health care workforce to develop
- Create a high-level plan to begin to develop at least one of these competencies your current workforce in the next year.



C3.0 

ROOM: Columbus KL

Understanding the Essentials of ADA Disability Compliance

Rachel Shaw, MBA*President, Shaw HR Consulting, Inc.*

When you receive a medical note from an employee that states, “Can’t work with supervisor,” or “No heavy lifting,” or “Unable to work overtime,” what next? What is reasonable to accommodate under the ADA? Join Rachel Shaw as she walks you through the basics of ADA law as it relates to disability compliance. Her Disability Interactive Process Hallway is a simple, step-by-step, comprehensive and, most importantly, supports employers to make reasonable accommodation decisions they can feel confident about. Leave with practical and field-tested tools, scripts, templates and more in order to manage the interactive process.

OBJECTIVES:

- Create an interactive disability process that is both compliant with the law as well as consistent in its application
- Understand how to obtain medical clarification
- Learn how to handle different issues within the disability process including excessive leave, physical disabilities, mental disabilities and more.

C3.1 

ROOM: Columbus AB

Recruitment Videos: Creating “VideoJobs” to Attract and Inform Health Care Professionals

Rollis Fontenot*President, Ascend HR Corp*

Video content is EVERYWHERE and it is here to stay. The statistics are staggering: one-third of online activity is spent watching videos, over 500 million (half a billion) people are watching video on Facebook every day, and 92% of mobile video viewers share videos with others. With so many people watching videos, why not include them in job postings? Learn how to create short, significant and informative “VideoJobs.” In 2018, our VideoJobs were viewed 745,148 times. VideoJobs have enabled our clients to build positive brand images while also informing potential employees and the inner workings of the health care organization.

OBJECTIVES:

- Learn how to create short, meaningful, and informative video content for “VideoJobs”
- Learn what our panel of health care providers considers to be most important and informative in “VideoJobs”
- Learn how to embed video content directly into online job postings.

C3.2 

ROOM: Columbus CD

Empowering Leaders: Best Practices in Developing Physician Leaders and Cultivating Administrative and Clinical Partnerships Across Your Health Ecosystem

Russell Showers, MBA*Chief Human Resources Officer, Tower Health***Therese Sucher, RN***Executive Vice President/Chief Operating Officer, Tower Health*

Leadership, empowerment and engagement are critical success factors to drive health system value. When physician and executive engagement are high, leaders can collaborate in the delivery of high-quality, patient-centered, high-reliability care. This session will demonstrate a leadership development best practice for engaging and empowering physician and administrative leaders to drive integrated care delivery and demonstrate greater accountability for quality and cost. A case study will be used to showcase the process and results of a 3-year longitudinal multi-faceted physician leadership development program to develop collaborative leadership skills. Participants will learn first-hand from the Chief Human Resources Officer and Chief Operating Officer of Tower Health, a six-hospital regional non-profit health system, and TLD Group President on best practice people strategies for creating system-wide integration.

OBJECTIVES:

- Understand how to align and integrate leadership among diverse entities
- Learn how to develop a culture that supports and values physician leadership
- Understand the value of creating cross-system networking opportunities that enhance engagement and leadership development while bolstering strategic initiatives through action learning projects.

C3.3 

ROOM: Columbus EF

Breaking the Glass Ceiling: Diversifying Candidates in Your Health Care Organization

M. Jane Fitzsimmons, MSN, RN*Executive Vice President, Kirby Bates Associates*

Despite best efforts and intentions, health care organizations still have a lot of work to do to increase C-Suite diversity. We conducted a novel survey of successful, high achieving nurse executives of color. It reveals first hand insights on their experiences as emerging leaders, perceptions of barriers to career progression and opportunities they perceive to support their advancement. Findings from this study can support the development of innovative, sustainable models that bolster diversity nursing leadership inclusion. The presenters will detail specific strategies, guidance and organizational and personal resources that all health care leaders can employ to facilitate more diversity among leadership.

OBJECTIVES:

- Understand the barriers to career advancement stated by mid- and executive-level diverse nursing leaders
- Recognize opportunities to improve organizational culture and support the expansion of diversity nursing leadership
- Define implicit bias, recognize its expression, and how to ameliorate it.

C3.4 ROOM: **Randolph 3****Using Social Media for Employee Engagement: How the Rewards Can Outweigh the Risks****Philippa Levenberg***Director, Digital Media, IRI Consultants*

Social media in the health care field is typically focused on the patient experience but often underutilized when it comes to the employee experience. The health care workforce is becoming increasingly younger and/or more mobile, turning to social media not only as a source of information but for community building, sharing on-the-job experiences and even for a bit of fame — with the RN/physician social media influencer trend continuing to grow. Using social media comes with risks and rewards. Employees can help amplify positive messages surrounding company benefits, awards and recognition to a greater audience than employers can organically. And with greater authenticity. The consequences of ignoring social media can also be significant, with other parties — such as the labor movement — looking to fill the void. This presentation will review tools and strategies, guidelines and common concerns that arise related to using social media for employee engagement in health care.

OBJECTIVES:

- Understand the risks and rewards of using social media to engage employees
- Learn how to lay the foundation with best practices and policies for engaging employees via social media
- Find out how to get started on social media and foster employee advocates.

C3.5 ROOM: **Columbus GH****Our Path to the 90th Percentile: How Leadership, Brand and Culture Catapulted Employee Engagement and Patient Experience****David Gill***Assistant Vice President, Employee Experience, Northwell Health***Martin Wright***Director, Strategic Consulting, Press Ganey, Inc.*

Research has proven that an engaged workforce is critical to delivering safe, high-quality, patient-centered care. For Northwell Health, talent was at a premium and quality of service and employee engagement were low. To begin its transformation journey, Northwell's CEO implemented a corporate-wide strategy to advance engagement from the 38th to 90th percentile by 2020. Tactics involved leadership effectiveness training, an organizational rebrand, a stronger emphasis on customer service and a re-commitment to employees regarding the place they called "work." Five years later, and now at the 85th percentile, Northwell is close to achieving its goal. Presenters will share insights on early wins and future plans, while demonstrating that to drive high performance on all health care delivery measures, a successful engagement strategy cannot be an isolated HR process. Recognizing the importance of organizational culture and a "people" strategy, Northwell's success was predicated on C-level commitment and collaboration across the enterprise.

OBJECTIVES:

- Highlight the importance of executive level leadership's commitment to employing a "people" strategy to achieve performance improvement

- Describe how to leverage local learning using data and insights to identify opportunities for improvement and solutions that drive work-unit performance
- Explore a roadmap and tactics that can be deployed to accelerate cultural change and propel employee engagement.

C3.6 ROOM: **Columbus IJ****Zeroing In On Zip Codes to Improve Employee Health by Using Social Determinants of Health****Bradley Lawson, MBA***Chief Science Officer, Interactive Health*

Discover the power that zip codes can play in building a culture of health within your organization. The conditions in the places where individuals live, work and play can affect health risks and outcomes. Hospitals are doing their part to address these social determinants of health with patients and communities they serve. However, are hospitals looking internally to apply similar strategies to their own employees to improve overall health? Understanding social determinants of health such as safe neighborhoods, education and access to healthy food will help to impact employees' health for the better. Brad Lawson will address the topic of social determinants of health and their effect on physical, mental, emotional and social well-being. Utilizing data gathered from clients with rural and geographically dispersed locations, he will show how this data can provide additional insight to help organizations better understand and support their workforce. Brad will share real life examples of how social determinant data coupled with employee health data is being used to provide strategic recommendations to improve employee health in locations with unique health challenges.

OBJECTIVES:

- Learn about what social determinants of health are and why they should matter to employers
- Discover how you can better address employee health needs in geographically dispersed locations by analyzing social determinant and employee health data
- Hear real-life examples of organizations that have used social determinant and employee health data to address different employee populations with unique health challenges.

THOUGHT LEADER FORUM**Randolph 1AB****4:00 – 5:30 p.m.**C4.1 **Thought Leader Forum: Preparing the Workforce for AI**

We know AI will affect the workforce in various ways as HR professionals that fact can be a source of panic. Let's instead change the conversation and brainstorm with thought leaders on how we can train and prepare the workforce to meet that challenge. Work towards being indispensable and creating positions that align with AI opposed to being replaced with AI.

OBJECTIVES:

- Identify threatened roles in critical need of training
- Discover the tools needed to train staff for AI integrated roles
- Discuss the financial impact of a prepared workforce.

Conference Services 7:30 – 10:30 a.m.

CLOSING CEREMONY | TRANSFORMATION BREAKFAST

Grand Ballroom CDEF

7:45 – 9:00 a.m.

Before heading to your last two Learning Sessions of the conference, start the day off by joining us for the Transformation Breakfast.

Then, fasten your seatbelt and enjoy the ride as **Christine Cashen** delivers a fast-paced, hilarious program with useful content that makes her a sought after speaker worldwide. Christine is an authority on sparking innovative ideas, handling conflict, reducing stress and energizing employees.

Read more about Christine Cashen on page 9.



LEARNING SESSIONS 9:15–10:15 a.m.

D1.1

ROOM: Columbus AB

I Am Exempt! Employee Objections to Mandatory Vaccinations and Other Employer Requirements

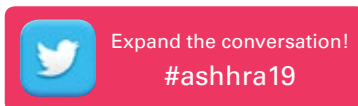
Jonathan Yarbrough, J.D.

Partner, Constangy, Brooks, Smith & Prophete, LLP

Health care employers are mandating that employees receive flu and other vaccinations. But more employees are pushing back from these mandates and are demanding exemptions. What legal and practical issues arise from mandatory vaccinations? And can your health care employees legally opt out of mandatory vaccinations? If so, where does patient safety fit in? This presentation will explore the legal and practical issues related to mandatory vaccination programs.

OBJECTIVES:

- Understand and address ADA and Title VII issues related to mandatory immunization requirements
- Learn the latest on EEOC enforcement and court rulings related to mandatory immunizations
- Gain practical insight from the experiences derived from litigating against the EEOC.



D1.2

ROOM: Columbus GH

Implementing Mayo Clinic's Significant Personal Relationships in the Workplace Policy

William Hoodson, SPHR, SHRM-SCP

Director, HR Advisory, Mayo Clinic

Keri Slegh, SPHR, SHRM-SCP

Division Chair, HR, Mayo Clinic

Mayo Clinic distinguishes itself with a strong culture of professionalism, respect and teamwork. Relationships and camaraderie among colleagues reflect shared experiences and common interests, and positively affects workplaces. Relationships at Mayo Clinic are celebrated as an important part of the vital culture and success as an organization. At the same time, significant personal relationships can, and occasionally do, contribute to perceived or actual conflict of interests or unhealthy work environments. The implementation of this policy addresses situations where employees at Mayo Clinic are in significant personal relationships. It recognizes that many of the employees are in relationships, which is fantastic. This presentation will provide tools and resources for health care leaders and HR practitioners to use in establishing how employees involved in these relationships are expected to conduct themselves at work to keep themselves and your organization safe.

OBJECTIVES:

- Learn from Mayo Clinic's experience how to implement personal relationship guidelines in a workplace policy
- Learn how department leaders address real or perceived conflict of interest when there are personal relationships among coworkers
- Actions to take when personal relationships between a person of supervisory influence over another employee occurs.

D1.3

ROOM: Columbus CD

How to Design and Implement a Successful Strategic Management Coaching Initiative

Margi Bush

President, Collaborative Thinking LLC (d.b.a. Wisdom Tree Coaching)

Effective managers are the key to any organization succeeding in today's VUCA environment. Bring a creative edge to your organization and learn how to train and develop your managers to incorporate coaching as a key component of your performance management process. During this session, we will explore how to build a framework for updating performance management, how to make it meaningful without eliminating performance appraisals, and how to improve the quality of employee development conversations by moving from a once-a-year conversation to a regular conversation.

OBJECTIVES:

- Learn how to foster a coaching culture that improves communications between managers and employees
- Learn a coaching process that takes the pain out of the annual performance review
- Master a mindset that facilitates an innovative approach developing effective employees.

Human Trafficking Identification and Response in the Health Care Setting

Kate Lawler, MPH, ICVP

Director, Violence Prevention Program, Swedish Covenant Hospital

Swedish Covenant Hospital will share four years of identification and response to human trafficking. The presenter will cover important topics for health care administrators to consider when assessing how their institutions can play a greater role with addressing human trafficking. According to studies, trafficking victims access health care 80% to 90% of the time while they are in their dire situation. Learn what you should be looking for to identify victims in addition to what it has taken to get a program up and running, and the things you need to have in place.

OBJECTIVES:

- Understand why human trafficking is a health issue
- Identify elements of a hospital-based program
- Identify ways to increase staff resilience and avoid secondary trauma.

Introducing Compassion in the Workplace Through Stanford University's School of Medicine Professional Fulfillment Model

Jordana Harshman, MPH, Wellness Coach, KYT

Wellness Program Manager, Employee Lifestyle Management & Health Improvement

Making the health care workplace better for team members is the right thing to do. This is why Lucile Packard Children's Hospital Stanford (LPCHS) adopted Stanford University's School of Medicine Professional Fulfillment (PF) Model in 2017. Aligning all organizational wellness and resilience efforts under the PF Model, LPCHS strives to improve a Culture of Wellness, Personal Resilience, and Efficiency of Practices for clinical roles, non-clinical roles, hospital based teams, and satellite teams. There are innumerable approaches that can positively impact each domain of the PF Model. Discover one popular approach facilitated by the hospital's wellness team; an overview of a Wellness Team Training, "Compassion in the Workplace," based on the research of Drs. Monica Worline and Jane Dutton. Learn the domains of the PF Model, the four-part psychosocial compassion model, and develop individual and team improvements that aligns both models.

OBJECTIVES:

- You will be able to identify the domains of the Professional Fulfillment model
- Identify the four psychosocial processes of a compassion model
- Identify one individual and one team compassion inquiry from the Compassion Blueprint that aligns with at least one domain of the Professional Fulfillment Model.

The UC Health Transformation: Redefining Talent Management in a Patient-Centered Culture

Clarence Pauley

Senior Vice President/Chief Human Resources Officer, UC Health

University of Cincinnati Health (UC Health) brings together the region's top clinicians and researchers to provide world-class patient care to the Cincinnati community and beyond. To advance this mission, UC Health, supported by its partner Root Inc., began a significant cultural and organizational transformation three years ago. As the organization met key milestones, it became clear that one gap had yet to be addressed — top talent management. Knowing that talent is the greatest controllable lever for high performance and driving future success for the organization, UC Health leaders and Root began top talent management process alignment work — redefining how UC Health assessed and developed its top 50 people and how the entire senior leadership team owned the process. This informative and engaging session will reveal insights and advice on how organizations can strategically change how they examine and develop top talent in a way that aligns purpose and performance.

OBJECTIVES:

- Master how to create an innovative top talent management approach
- Learn what challenges to expect and how to navigate them for maximum success
- Gain insight on how to create champions for the program and establish leaders' buy-in and support for a program that requires change.

Reduce First Year Turnover and Increase Engagement with a New Team Member Onboarding Toolkit

Melody Cockrum, MSML, PHR, SHRM-CP, CEP

Human Resources Director, Indiana University Health North Hospital

Tamara Brownlee, MPH

Regional Vice President, Human Resources, Indiana University Health West Hospital

Investing the time to welcome and integrate a New Team Member into the organization's culture helps make that person feel like a valued part of the team. The New Team Member Toolkit has proven to reduce first year turnover and increase engagement.

- Learn a step by step road map to onboard a new team member
- Leaders will learn that many parties are involved in the success of newly hired staff
- Attendees will learn how team member engagement increases and turnover decreases when a new team member is onboarded with a meaningful and deliberate process.

D2.3 

ROOM: Columbus CD

Understanding Everyday Bias in Health Care

Chris Morin, MBA*Portfolio Lead, Cook Ross*

Understanding Everyday Bias uncovers how hidden biases affect organizations and inspires participants to reflect on their own biases. This experiential session helps participants understand how quickly and easily we make judgments about others, and how bias can have significant negative impact on health care practitioners and their patients' care.

OBJECTIVES:

- Discover how bias functions in the brain, shaping our perception of reality
- Recognize the negative impacts of bias and the business case to mitigate it
- Learn about exemplars that have successfully mitigated bias individually and organizationally.

D2.4 

ROOM: Columbus IJ

How Do You Compare? A Deep Dive into HR Benchmarks

Shebani Patel*Partner in PwC's People Analytics Practice, PwC*

HR in health care continues to focus on addressing traditional pressures such as cost control, productivity, turnover and engagement. As health care organizations continue to evolve in all aspects of operations, HR professionals are expected to leverage data, benchmarks, and analytics to make critical business decisions in order to transform. Do you have the benchmarks you need so you can assess the state of your workforce and take action? Come to this session to see and hear about important findings from this year's HR Metrics Tool and Saratoga

benchmarking reports. We'll share key performance indicators that hundreds of hospitals are tracking!

OBJECTIVES:

- Gather benchmark data for key workforce metrics such as turnover, span of control, vacancy rate, and more.
- Understand how your organization is tracking against others in the industry.
- Identify areas of focus from an HR perspective in light of the rapidly changing world of work.

D2.5 

ROOM: Columbus KL

Success Makes You a Union Target

Nick Munday*Senior Consultant, IRI Consultants***Robert Moll, MBA, APR***Senior Communications Consultant, IRI Consultants*

Union organizing has become more strategic since the beginning of the Expedited Election Era and the Janus decision. The last four years have seen three very aggressive, high profile campaigns where the unions made a business decision to organize "strategic targets" rather than wait for the call from a disgruntled employee who wants a union, aka a "hot shop." The unions have literally "moved in" to attack the brands that make these health care organizations successful. Learn the nine best practice strategies that work when you are a strategic target and dealing with nearly every play in the union playbook.

OBJECTIVES:

- Learn how unions have been attacking successful health care organizations
- Learn the best practice strategies when your organization has become the union's "strategic target."
- Learn how to engage your non-HR executives, colleagues and board members about the business impact of today's union tactics

Annual Conference Scholarship



ASHHRA wishes to extend special gratitude to AIG Retirement Services for their financial support of conference 15 scholarships. The ASHRA Annual Conference Scholarship enables ASHRA members to attend the annual conference by covering the costs of Full Conference registration, airfare and three nights at the host hotel. Attendance at

the annual conference provides 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.

Be sure to **stop by the AIG Retirement Services booth (#721)** and thank them for their continued support. Visit the ASHRA conference website at **annual.ASHRA.org** to learn more about how you can take advantage of this scholarship for ASHRA20 (Aug. 22 – 25 in Denver).

THANK YOU! ASHHRA would like to acknowledge and extend our appreciation to all of our sponsors, including the following companies. Their support and commitment to ASHHRA and its members make the 55th Annual Conference & Exposition an experience to remember.*

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RAPID FIRE

Rapid Fire Sessions

NEW THIS YEAR

Education Theatre, Booth #528

Short educational sessions right on the exhibit floor! Learn about innovative solution-based services or products and earn additional CEUs towards recertification. These sessions, held in the Education Theatre, are 18 minutes, similar to Ted Talks. **After each session, connect with the speaker at their respective company booth to learn more!**

SUNDAY



11:30 a.m. – 12:00 p.m.

IntelliCentrics

Privileging in Less Time Than it Takes to Hard Boil an Egg

Michael Sheehan

Chief Executive Officer and Co-Founder, IntelliCentrics

Your privileging process is due for an overhaul. Learn how to privilege all of your employees, allied health, nurses and doctors in less time than it takes to hard boil an egg. The IntelliCentrics SEC3URE Ethos has transformed the privileging process for providers a with digital SEC3URE Passport for all. The result are less friction with providers, no staffing shortages and faster time to revenue for you.

OBJECTIVES:

- Paper-based systems are archaic — digital privileging means faster time to revenue
- Expect to privilege a provider in minutes, not weeks
- No staff shortages with larger pool of qualified providers.



12:30 – 1:00 p.m.

MarketSquare/AHA

The 5 Secrets of Engagement

Kurt Baumberger, MBA

CEO and Master Coach, Innovation 90

We've got a serious problem. Most of us, whether we are managers or leaders, struggle getting our workforce engaged – especially our younger workforce. The numbers are staggering: 53.3% people leave in less than two years, average cost of turnover is \$50k-80k, and disengaged employees turnover twice as much as engaged employees.

Multiple your number of new FTE's by .533 by \$65k to find out just how much a lack of engagement costs you. What's the silver bullet? Innovation. Innovation lets employees make a valuable contribution, progress in their careers, and gain access to decision makers.

Here's what you need: 1). A simple 7-Part framework 2). Continuous coaching from innovation experts 3). A process to turn ideas into reality in 90 days. This approach has been co-created with AHA over two years, solved complex problems for 20+ AHA member organizations, and saved over \$30 million.

We believe innovation is the lifeblood of every AHA organization. If you are willing to change how you innovate, you will be wildly successful. We guarantee it.

OBJECTIVES

- Learn how to engage your entire workforce in innovation
- Learn how a simple framework solves complex problems
- Learn how to get leadership buy-in on the strategic priority of Innovation.

MONDAY



9:30 – 10:00 a.m.

Purdue University Global

Grow Your Own: Tackling the Medical Assistant Talent Shortage

Tricia Berry, Ph.D., MATL

Associate Dean, Purdue University Global School of Health Sciences

Many health care facilities struggle to fill positions within their workforce. Join this Rapid Fire session to learn about one potential solution for filling some positions. Representatives of Purdue University Global will present case studies focused on how they have partnered with health care organizations to help fill medical assisting positions. PG staff will explain the process of working with the facility to create a customized academic program that meets the needs of the individual organization. Common institutional and academic obstacles and solutions for overcoming those obstacles will be discussed. Continue the conversation with PG staff regarding these types of partnership and how they can benefit additional health care organizations at their booth 323.

OBJECTIVES

- Understand regional and national trends on talent shortages in health care.
- Identify obstacles to academic partnerships and how to overcome them.
- Identify how academic partnerships could benefit your organization.



10:00 – 10:30 a.m.

HealthcareSource

Solving 3 Key Challenges in Health Care Recruiting

Kenny Ianuzzi

Regional Client Executive, HealthcareSource

You need to fill several critical openings, but don't have enough qualified applicants coming through the door. You know you should build pipelines for jobs on the horizon, but you just don't have the time. You understand the importance of reinforcing your employer brand, but your online presence is not consistent. Does this sound familiar? Implementing proactive recruitment marketing strategies can help you solve these recruitment challenges.

OBJECTIVES

- Understand the benefit of a proactive approach to recruiting talent
- Learn how to use automation to increase your sourcing efficiency
- Gain techniques to build and deliver a consistent employer brand.



10:30 a.m. – 11:00 p.m.

UMR

Driving Domestic Steerage Strategies to Get Results

Lola Brysz, MBA, CEBS

Vice President of the Hospital Market Segment, UMR

UMR is the largest TPA in the country and has a significant footprint in the hospital space. We know that domestic steerage is top of mind for nearly all health care organizations and is a critical strategic imperative for most. In this session you will learn about the challenges in driving members to owned facilities and what tools and solutions to help with that goal.

OBJECTIVES

- Understand why domestic steerage is important
- Learn techniques that hospitals use to drive steerage
- Discover how to overcome steerage barriers.



11:00 – 11:30 a.m.

Lincoln Financial Group

Get on the PATH to Financial Wellness

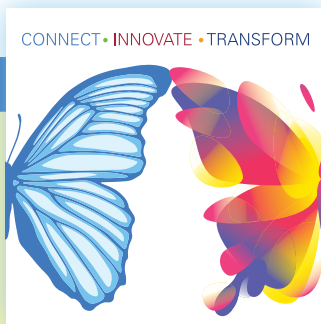
Kris Gates

Vice President of Customer Experience Strategy and Development, Lincoln Financial Group

Wellness isn't just about physical health. There are emotional and financial components, too. Whether your employees want to save more or need to pay off debt, getting their finances in order can have an impact on their overall well-being.

OBJECTIVES

- Review the significance of competing savings priorities and how it effects participants' retirement savings potential
- Discuss how the right financial wellness tool can allow employees to focus on retirement
- Influence your own organization to create and adopt solutions/services that will help drive positive retirement outcomes.



Annual Conference Committee

The Annual Conference Committee determines the content of ASHHRA's Annual Conference & Exposition, develops the measurement tool for selecting presentations, and works closely with staff in organizing educational content for the event. The Committee develops other education programming as requested and ensures activities align with the ASHHRA Strategic Plan.

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Attendance at the Annual Conference Learning Sessions Sept. 22–24, 2019, can earn up to 18 contact hours.

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1. By their registration, program participants agree to refrain from marketing products or services during the course of the program.
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212	ICMA-RC
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214	Avant Healthcare Professionals
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220	Biddle Consulting Group, Inc.
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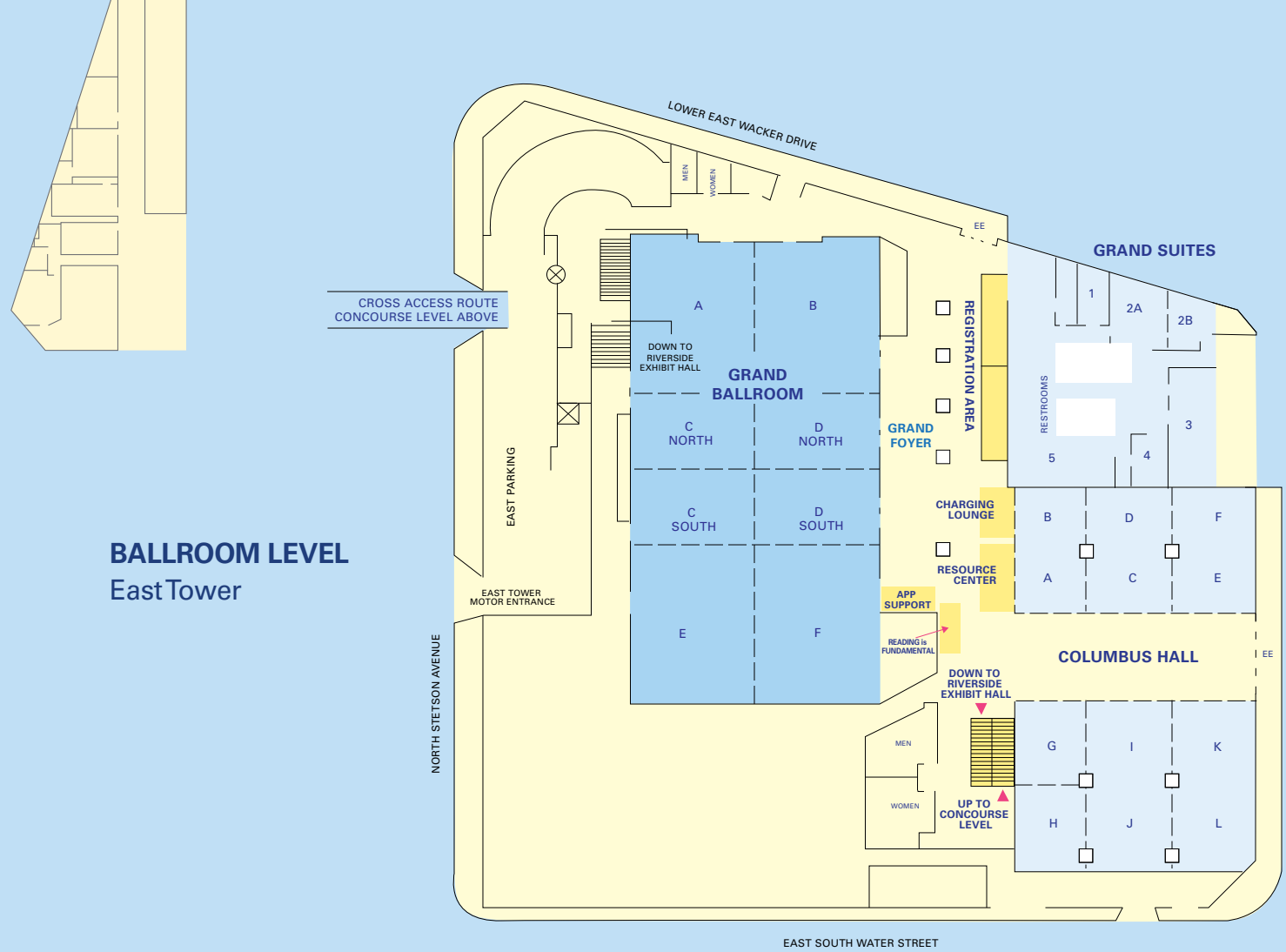
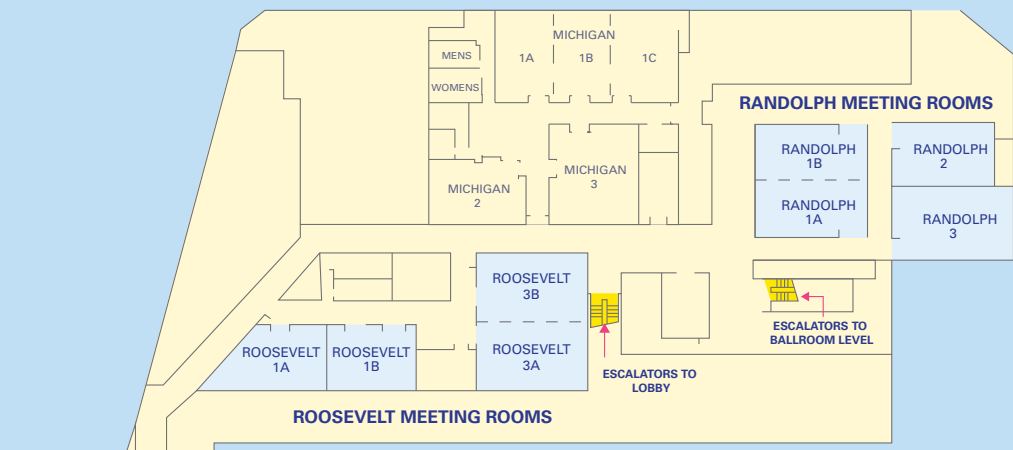
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- GRAND PRIZE: Complimentary ASHHRA20 Full Conference Registration. *(Valued at \$950. Must be an ASHHRA member. Not transferable to another person or year.)*

When to grab a chocolate bar at the Center for Excellence:

SUNDAY 4:30 and 5:30 p.m. **MONDAY** 10:30 and 11:30 a.m.

Only 50 chocolate bars distributed per time slot. Limit one (1) chocolate bar per person. Each contestant only eligible to win one (1) prize.







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