



Upcoming Events



WHY SHOULD YOU ATTEND THE ASHHRA CONFERENCE?

Educational Programs

- Enhance your health care business knowledge
- Advance your leadership capabilities
- Strengthen your role as a change agent
- Gain knowledge of the hottest trends in health care HR
- Network with your peers

Valuable Resources

- A variety of take-away tools, best practices and policies
- Networking opportunities with other HR practitioners nationally and regionally
- Exposure to more than 150 suppliers helping to advance health care HR products and services

Hottest Products & Services

- More than 150 exhibitors showcasing products that can help you solve problems within your organization
- Networking and knowledge sharing on state-of-the-art services in health care HR

Smart Investment

- Take-away tools and resources in health care HR
- Focused learning on leadership and strategic business knowledge
- Sessions designed around five leadership competencies
- Partnership opportunities with top health care HR leaders



Social Networks

Connect with the ASHHRA community anytime through these social networks!

- Find us on Facebook
- Join our on LinkedIn
- Follow us on Twitter

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Chapter Affiliation Agreements Due

ASHHRA has been diligently working to modify the Chapter Affiliation Agreements for the next term. This process has been driven by the AHA to ensure that we offer an agreement that is even more beneficial for you, our ASHHRA Chapters.

Due to the magnitude of the project, the AHA decided to implement the enhanced agreement in January of 2013 and in the interim, we will keep the same agreement for a one-year term. Moving forward we will offer you webinars and training tools to aid you in legal requirements of running a chapter, best practices, and an understanding of the newly enhanced agreement that will launch in 2013. The first few training sessions are scheduled for Tuesday, December 13th at 11 a.m. CT and Wednesday, January 11th at 12 noon CT. We will send you an invitation to both next week and you can choose the one you want to attend.

For now, we have made a few tweaks to the current Chapter Affiliation Agreement and request that you sign it before Dec. 30, 2011. Please review it, sign it, and return it to ASHHRA by the 30th.

Thank you very much and we look forward to our continued collaboration.



A W A R D S

The 2012 ASHHRA Chapter Management Awards Program (CMAP) is now open. Here is the link to access the online application, <https://aha.box.com/s/pflrr46dc1naeu4yqmqk>. Please provide Sharon Allen with the name and email address of the person in your chapter that will be uploading your application and attachments and she will provide him/her with access to your respective chapter folder.

Also, please mark your calendar for **May 4, 2012**. This is the deadline to submit your individual award nominations and your chapter submissions to the box.net folder. If you have questions, please email or call me at the number below.

NEWS FROM REGION 3!



Save the date

*Maryland Healthcare Human Resources Association
(MHHRA)*

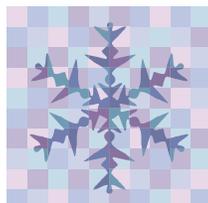
Annual Spring Conference

April 25, 2011

Linthicum, Maryland (close to BWI airport)

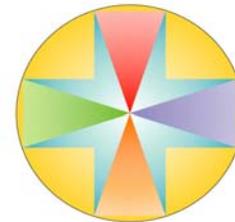
All Region 3 chapters are cordially invited to this all day event!

Watch for updates in upcoming newsletters!!



Have you seen.....

ASHHRA's HR Leader Model



We believe that by joining together, by raising our skills and by speaking together in one "VOICE" we can advance the cause for HR Leadership in all of our health care organizations.

Our goals are to identify the prerequisite core competencies for HR leaders in health care and determine how ASHHRA can support current HR professionals in bridging the gap to reach these competencies.

Raise Your Voice

By understanding the needs of different stakeholders and by being capable of responding to those needs, HR Leaders are invaluable resources for their organizations.



As **community citizens**, they:

- Build relationships with internal and external stakeholders by connecting community to business results
- Convene diverse groups to engage them in dialogue about the role of healthcare in the community
- Partner with external communities to promote the development and growth of healthcare careers
- Personally participate in professional boards organizations, networks, and community

Human Resources connects employers and employees, and links customers and communities.

Lead with Your Heart

When HR leads the way, employee recruitment, retention and satisfaction grow, and business results improve. To ensure the alignment of business strategies with organizational culture.



HR Leaders focus on **people strategies** to:

- Capture the hearts and minds of their people – to create the desired culture
- Foster meaningful work that supports a high performance environment and effective delivery of care
- Create operating models and structures that support the alignment of people, strategies and culture
- Develop value-based leaders who have the ability to create a shared vision that delivers results for the organization
- Attract and develop a diverse workforce that meets both the needs of patients and the community
- Ensure that their organizations have talent management and succession planning in place to sustain delivery of care

Human Resources is at the heart of any organization where people are most important.

Reach Beyond the Expected

Although effective administration has always been the expected norm, HR Leaders are now required to raise their skills – in recruitment and selection, compensation and benefits, human resources development, employee and labor relations, regulations, compliance, and more.



The “new” expectations for **HR delivery** demand effective and high-quality programs and services through the utilization of measurement and analysis. HR delivers through:

- Systems and Services
- Transactional Work
- Technology Systems and Solutions
- Metrics and Benchmarking

- Compliance

HR Leaders deliver successful programs and services that integrate the “people” side of health care with business organizational structure.

Embrace New Learning

Knowing the “business” side of health care requires that HR Leaders shape strategies through seasoned judgement and visionary insight.



As HR transitions to this new role, HR Leaders will be called upon to demonstrate **health care business knowledge** by:

- Understanding the delivery of health care from the perspective of consumers, employees, payers, physicians and regulators
- Supporting and exhibiting cross-functional capabilities
- Applying best practices throughout the organization

Constantly evolving health care demands change the job specifications for HR Leaders every day.

Exemplify Excellence

More than any other group, HR is better equipped to address issues of integrity such as ethics, honesty, accountability and business practices. HR Leaders reflect **personal leadership** through integrity and courage when they:



- Champion the mission and vision of their organizations
- Display passionate dedication to the mission of healthcare, especially in the care of patients and families
- Inspire, influence and motivate others
- Build trust through collaboration and consultation with stakeholders within the organization
- Model transformational thinking and continuous improvement
- Focus on achieving exceptionally high standards and are accountable for results
- Demonstrate self-awareness and self-motivation
- Champion continuous learning and self-growth
- Exhibit leadership through community service

As stewards of health care organizations, the responsibilities of HR Leaders extend beyond professional roles – demanding personal credibility above all.





Advocacy Update

Well, the year is about over but, stay tuned because the NLRB may not be finished. The modified rule on “quickie” elections has yet to be decided. There will be still be three members until late December during which decisions can be finalized. When the Senate adjourns in late December, it will mark member Craig Becker’s last day since he was a recess appointment. With the NLRB then only having two members, they will no longer to be able to make wide sweeping decisions. But, the Regional NLRB Reps may still be active.

Also, pending cuts of Medicare may still be on the horizon since the Super Committee was unable to reach a decision on mandatory budget cuts.

The House and Senate may consider two particular areas of potential new revenue sources that could potentially have a significant impact on employers. They are a tax on the employer contribution to healthcare premiums and a tax on the employer contribution to pension plans. You will want to stay tuned for that in the New Year.

Finally on the positive side, the House put similar language in their version of the Defense Department Budget bill, similar to the Senate’s version that specifically exempts hospitals that accept TRICARE from being considered a government contractor and thus required to meet affirmative action plans as prescribed by the OFCCP. The ASHHRA Advocacy Committee and the AHA are very happy to see this as a small victory to close out the year.

So, we should set for an exciting new year, which will include elections in November.

Best wishes to all for a happy and safe Holiday Season and Happy New Year from your Region 3 Advocacy Committee rep.

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WELCOME NEW REGION 3 MEMBERS

First Name	Last Name	Organization	Title	Address	City	State	Zip	Email
Phyllis	Alley	Daston Corporation	HR	2010 Corporate Ridge	McLean	VA	22102	phyllis.alley@daston.com
Jennifer	Clements	Maxim Healthcare Services	Personnel Coordinator	5027 Joslin St Apt C	Virginia Beach	VA	23455-2753	jeclemen@maxhealth.com
Matthew	Fenwick	American Hospital Association	Communications Specialist	325 7th St Nw	Washington	DC	20004-2818	mfenwick@aha.org
Michelle	Melito	Commonwealth Orthopaedics	Director of Human Resources	11240 Waples Mill Rd Ste 403	Fairfax	VA	22030-6078	mmelito@c-o-r.com
Deborah	Millhouse	CEO, Inc.	President	3300 Cambria Rd	Charlotte	NC	28210	debby@ceohr.com
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Rachelle	Paris			9937 Shallow Creek Loop Unit 201	Manassas	VA	20109-5434	
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Jeffrey	Tabor	Jackson General Hospital	HR Director	P O Box 720	Ripley	WV	25271-0720	jtabor@jacksongeneral.com
Erica	Thompson	Bureau of Medicine and Surgery	Manpower Analyst	3381 Lakeside View Drive	Falls Church	VA	22041	shelby10ac@gmail.com
Karen	Turpin			2908 Bente Way	Virginia Beach	VA	23451-1239	karen.turpin@me.com

ASHHRA Tidbits

Call for Presentations Deadline Extended *ASHHRA 48th Annual Conference & Exposition*

Answer this [Call for Presentations](#) to share your experiences at the 2012 ASHHRA annual conference, Sept. 22-25 in Denver, Colorado. The deadline has been extended to Wednesday, Dec. 28th. Share your best practices, innovative solutions, and expertise with health care HR professionals.

Mentoring Program Open for Mentors and Mentees

ASHHRA invites mentors and mentees to participate in the 2012 Mentoring Program. The program is designed to create a mentorship community for health care HR professionals to enhance and grow knowledge, skills, and abilities to excel in their career.

HR Metrics Tool Survey 2012

The ASHHRA/PwC Saratoga HR Metrics Tool Survey will open in January 2012. [Survey registration begins today.](#) Participate in the 2012 survey by submitting data from fiscal year 2011. [Register now to participate.](#)