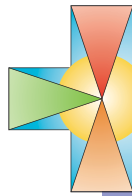


# ASHHRA HR Leader Model

## Reach Beyond the Expected

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



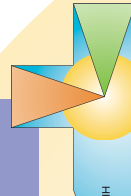
Although effective administration has always been the expected norm, HR Leaders are now required to raise their skills – in recruitment and selection, compensation and benefits, human resources development, employee and labor relations, compliance, and more.

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

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

## Embrace New Learning

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



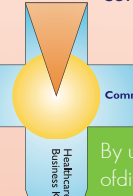
Knowing the “business” side of health care requires HR Leaders to shape strategies through seasoned judgement and visionary insight.

As Human Resources transitions into this new role, HR Leaders will be called upon to demonstrate Healthcare 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

## Raise Your Voice

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



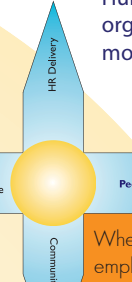
By understanding the needs of different stakeholders and by being capable of responding to those needs, HR Leaders are invaluable resources for their organizations.

They demonstrate Community Citizenship by:

- Building relationships with internal and external stakeholders by connecting community to business results
- Convening diverse groups to engage them in dialogue about the role of health care in the community
- Partnering with external communities to promote the development and growth of health care careers
- Personally participating in professional organizations, networks, and community boards

## Lead with Your Heart

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



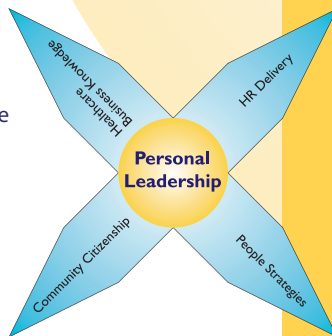
When Human Resources leads the way, employee recruitment, retention and satisfaction grow, and business results improve.

To ensure the alignment of business strategies with organizational culture, HR Leaders focus on People Strategies in order 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

## Exemplify Excellence

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



More than any other group, Human Resources 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 health care, 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 the results
- Demonstrate self-awareness and self-motivation
- Champion continuous learning and self-growth
- Exhibit leadership through community service

