



THE HUMAN SIDE OF HEALTHCARE

A N N U A L  
R E P O R T  
2011



American Hospital  
Association

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# ASHHRA 2011 Annual Report



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## Executive Summary

Welcome to the 2011 Annual Report of the American Society for Healthcare Human Resources Administration (ASHHRA), a division of the American Hospital Association (AHA). ASHHRA leads the way for members to become more effective, valued, and credible leaders in health care human resources administration. As the foremost authority in health care HR, ASHHRA provides timely and critical support through ongoing learning and development, products and resources, and opportunities for networking and collaboration.

This has been an exceptional year for ASHHRA as we have grown by 100 members reaching the goal of 3500, a 3 percent increase. ASHHRA has worked hard this year to increase educational and networking opportunities, provide purposeful resources, and better collaborate with strategic partners. Some of this year's key accomplishments include:

- Launched the new eLearning Network - ASHHRA developed this customized online learning platform to provide comprehensive health care knowledge in a self-paced format. Whether new-to-the-profession, mid-level professional, or at the executive level, ASHHRA offered 32 courses in 2011 and will offer an additional 25 at the start of 2012. Session topics include healthcare reform, succession planning, recruitment and retention, and strategic leadership skills.
- Deployed the HR Concierge - a service that offers personal attention to the health care HR profession by providing custom tools and resources that are essential to the field. This is a member benefit that provides project consulting, research, resources, and other custom health care HR needs.
- Launched a new brand, ASHHRA – The Human Side of Healthcare.
- Published the Health Care Job Description Toolkit in January, 2011. This book provides a template and over 125 job descriptions for our membership to utilize in their health care organizations.
- Hosted the fifth Thought Leader Forum, which brought together health care experts for a two-hour, facilitated discussion about Health Care Reform Engagement. Results were distributed to a variety of health care organizations that support the field.
- Held the 47th ASHHRA Annual Conference and Exposition - with the conference theme, An Era of Change. The conference helped HR leaders gain valuable knowledge about recent health care workforce trends and strengthen skills to be better business partners. A workshop was held to address physician and employee engagement, the relationship between nurses and HR, the culture of health, performance management linked to clinical outcomes, the way we do business, and understanding of the business of health care.
- Launched a Non-Hospital Track at the 47th ASHHRA Annual Conference and Exposition – As the membership of ASHHRA grows, a large number have been coming from non-traditional health care settings. With that, ASHHRA has started to gear education and resources to support these members.
- Deployed the ASHHRA Online Store – In order to better serve the membership, ASHHRA launched a new, easy to navigate website, better supporting the health care field. Books, resources, event registrations, and memberships can now all be bought with a click of a mouse.
- Offered 32 webinars - on topics members told us are important to them. Some topics included: Health Reform, Succession Planning, Workforce Planning, Insidious Intimidation, Physician Engagement, the Future of the Health Care Workforce, and Legislative and Labor Matters.

The 2011 ASHHRA Annual Report provides information based on the results of the ASHHRA Strategic Plan more specifically related to four strategic pillars: Be the first choice for health care HR knowledge; Be a trusted and dependable resource; Link a diverse and expansive health care community; and Be the leader in health care HR workforce policy, advocacy, and best practices.

ASHHRA continues to work on aligning with the American Hospital Association goal of improving the health care workforce environment and employee relations. The ASHHRA strategic plan extends this effort through knowledge, networking, resources, and advancement of the membership.

In this constantly changing field of health care, ASHHRA works to lead and support HR leaders with the challenging decisions they face each day. The primary goal of ASHHRA is to meet the most immediate needs of our members, and make continuous improvements in educational tools and resources in the most cost-efficient manner.

ASHHRA has also worked to help our members see the value in education and networking in the field of health care on a different level. In 2011, ASHHRA worked with CEOs, health care experts, and many other professionals to gain more insight into uncharted health care territory. A huge thank you goes to the vast number of strategic partners that ASHHRA collaborated with throughout the year. These strategic partners include:

The Advisory Board Company (ABC)	Drinker Biddle
American College of Healthcare Executives (ACHE)	Fidelity
American Hospital Association (AHA)	Health Forum
Association for Community Health Improvement (ACHI)	HealthcareSource
Association of Nurse Executives (AONE)	Health Research and Educational Trust (HRET)
AHA Associate Membership Division	Institute for Diversity (IFD)
AHA - Division of the Personal Membership Groups	Integrated Healthcare Strategies
AHA – IS&T Department	IRI Consultants
AHA Maternal and Child Health Division	Jones Day
AHA Policy and Federal Relations	Metropolitan Life Insurance Company (MetLife)
AHA Solutions	PwC Saratoga
American Society for Healthcare Risk Management (ASHRM)	Society for Health Care Strategy & Market Development (SHSMD)
Center for Healthcare Governance (CHG) / Physician Leadership Forum (PLF)	Society for Human Resources Management (SHRM)
Diversified Investment Advisors	TIAA-CREF
	VALIC

ASHHRA is committed to supporting the health care community at-large and serving as the one-stop shop for all health care HR needs. As the ASHHRA board of directors and the staff start this next year, we hope to provide our members and the health care field with opportunities for growth. ASHHRA is committed to continued professional development in the health care field.

Sincerely,



Robert Walters, SPHR  
ASHHRA 2011 President



Stephanie Drake  
ASHHRA Executive Director



# Be the first choice for health care HR knowledge.

## STRATEGIC PILLAR

*ASHHRA strives to ensure members and customers are well prepared to face the changes of the health care field by providing educational opportunities throughout the year.*

## Strategic Pillar: Be the first choice for health care HR knowledge.

### This year ASHHRA accomplished the following under this strategic pillar:

- The 2011 Annual Conference, “An Era of Change,” maintained an attendance of 821 attendees and 232 exhibit booths in Phoenix, Ariz. ASHHRA invested \$929 per attendee at the conference and held over 52 sessions. ASHHRA secured 18.5 CEU credits for all sessions, including a total of 17 strategic CEU credits, the highest in the history of ASHHRA.
- Launched a Non-Hospital Learning Track at the ASHHRA 47th Annual Conference and Exposition – As the membership of ASHHRA grows a large number have been coming from non-traditional health care settings. With that, ASHHRA has started to gear education and resources to support these members.
- ASHHRA partnered with ABC to launch an HR Investment Center Track at the ASHHRA 47th Annual Conference. This track was established to educate health care human resources (HR) executives, and advance the health care HR field at-large. Efforts of collaborations will continue in 2012.
- At this year’s Annual Conference, ASHHRA held the second annual Executive Symposium. The ASHHRA Executive Symposium was designed based on feedback gathered from many senior HR executives of ASHHRA. This group asked for a session focused on the unique needs of senior HR leaders who have the responsibility of setting HR strategy and program design in their organizations. This year’s symposium addressed the areas of health reform, best practice sharing, and issues pertaining to executive leadership. ASHHRA will work with this group again in 2012.
- ASHHRA collaborated for the fifth year with MetLife to establish a scholarship program. Their generosity allowed nine individuals to attend the annual conference in Phoenix, Ariz.
- ASHHRA collaborated for the second time with HealthcareSource to establish a new-to-the-profession grant. Their generosity allowed three individuals to attend the annual conference.
- In February of 2011, ASHHRA and AHA Solutions Inc. launched The Gary Willis Leadership Award to honor the memory of Gary Willis, an ASHHRA board member, who passed away in 2010. This award was presented to two recipients at the annual conference.
- A fifth Thought Leader Forum was held in 2011 in San Diego, Calif., at the AHA Leadership Summit. The topic was Healthcare Reform Engagement. Results were shared free of charge for members via the ASHHRA website in the Summary of Findings. This was held in conjunction with the SHSMD and ACHE.
- ASHHRA conducted 32 webinars during 2011. These webinars were related to critically important legislative updates and labor matters, succession planning, physician engagement topics, benefit, communication, and wellness.
- In early 2011, ASHHRA launched the new eLearning Network - a platform to provide comprehensive health care knowledge in a self-paced format. Whether new-to-the-profession, mid-level profession, or at the executive level, ASHHRA offered 32 courses in 2011 and will offer an additional 25 at the start of 2012. Session topics include health care reform, succession planning, recruitment and retention, and strategic leadership skills.



**Be a trusted and  
dependable resource.**  
*STRATEGIC PILLAR*

*Each year ASHHRA looks to expand its resources to better serve the health care HR membership and the health care community. From best practices and industry reports to tools and forms, ASHHRA continues to offer more.*



## **Strategic Pillar: Be a trusted and dependable resource.**

### **Some highlighted resources this year include:**

- In September of 2011 ASHHRA launched the HR Concierge - a service that offers personal attention to the health care HR profession by providing custom tools and resources that are essential to the field. This is a member benefit that provides project consulting, research, resources, and other custom health care HR needs.
- Partnered with PwC Saratoga for a new metrics tool. To ensure that the ASHHRA Metrics Tool was more dynamic, ASHHRA, in collaboration with PwC Saratoga, created a newly enhanced and expanded HR Metrics Tool. This enables organizations to obtain HR analytics and knowledge of the health care industry benchmarks for the health care workforce.
- The ASHHRA Health Care Compensation Survey was produced in partnership with Integrated Healthcare Strategies for the fourth year in a row. This comprehensive survey includes staff, manager/supervisor, and executive compensation data for all positions in hospitals and health care systems. An additional 40 position were added to this year's report.
- In early January 2011 ASHHRA placed the Health Care Job Description Toolkit on sale. This book provides a template and over 125 job descriptions for our membership to utilize in their health care organizations.
- ASHHRA continues to publish the Diversity e-News Brief, a bi-weekly newsletter, by ASHHRA and the Institute for Diversity (IFD). This partnership brings the latest diversity information available especially for ASHHRA and IFD members. In 2012, ASHHRA and IFD will continue to evaluate opportunities to benefit members.
- ASHHRA continues to publish the HR Pulse, sharing best practices in the field from health care colleagues. Members receive a print copy and can also access the electronic copy of the latest issues along with past issues through the ASHHRA website.
- ASHHRA has tried to reduce the amount of eblasts members and customers receive weekly. This year ASHHRA launched the ASHHRA Insider, which gives an overview of what is going on in ASHHRA and the health care field in one snapshot.
- ASHHRA continues to deliver the monthly e-News Brief containing organizational news along with summaries of published information from various media outlets on subjects of interest to ASHHRA members. Be sure to look for this feature in 2012 and learn from health care colleagues.
- In 2011 ASHHRA wanted to support the area of health care reform and launched the ASHHRA Online Health Reform Toolkit. This toolkit was designed based on member feedback for more robust resources around health reform. ASHHRA continues to add to this online toolkit.
- ASHHRA conducted a member survey in the last quarter of 2011, and identified topics of importance for the health care HR professional and health care organizations. In addition, ASHHRA asked that members respond regarding the products and services currently offered, as well as offer input to what they would like to see offered in the future.



# Link a diverse and expansive health care community. *STRATEGIC PILLAR*

*In order to support the health care HR profession  
it is necessary that ASHHRA find ways to connect  
fellow colleagues with each other to better  
support professional development  
and thought leadership.*

**In 2011, ASHHRA focused on the following endeavors**

## **Strategic Pillar: Link a diverse and expansive health care community.**

### **facilitating networking opportunities:**

- ASHHRA continued to support and provide opportunities for members to network and share resources by expanding the social media presence to include LinkedIn, Facebook, and Twitter. LinkedIn is the most popular ASHHRA networking site that allows its 4350 plus followers to network and share resources important to them. ASHHRA has seen a 220% increase in LinkedIn followers in 2011.
- The ASHHRA Regional Consultants in effort to reach out to chapters and local members attended more events than ever before. Each of the nine Regional Consultants on average made three visits to chapter events and regional conferences. ASHHRA Regional Consultants are a tremendous resource and are tasked with supporting endeavors that grow and retain the membership. Each Regional Consultant also creates quarterly newsletters and holds chapter leader conference calls in effort to support members.
- The Mentoring Program was launched in late 2009, but has held strong as a member program with great success. There are currently ten groups of mentees and mentors paired in this program. The Mentoring Program includes a self assessment, guidebook, and regularly scheduled meetings to ensure that those who are new to this profession have someone to guide them on their professional journey.
- A successful Chapter Leadership Workshop was held in conjunction with the ASHHRA 47th Annual Conference & Exposition. This included 64 chapter leaders from across the country, the ASHHRA Board and staff, Committee Chairs, and representation from the AHA. ASHHRA will continue to look for areas to better support chapter and regional initiatives in 2012 through networking, education, and resources.
- During the annual conference each year ASHHRA holds an exposition in effort to expand networking opportunities for the health care HR community. This is an opportunity for over 800 health care HR professionals to connect face-to-face.
- The ASHHRA Buyers Guide continues to provide website visitors with a quick way to find tools and resources from vendors and service organizations particularly suited for the health care HR professional.

**Be the leader in  
health care HR  
workforce policy, advocacy,  
and best practices.  
STRATEGIC PILLAR**

*Each year ASHHRA seeks out strategic partnerships that support the mission and aid the health care HR profession in expanding resources, networking, and educational opportunities. It is important to note the largest partner contributions in 2011 have been from the AHA affiliate divisions and departments.*

## Strategic Pillar: Be the leader in health care HR workforce policy, advocacy, and best practices.

Here are some key accomplishments in 2011:

- ASHHRA held the fifth Thought Leader Forum on Monday, July 18, 2011 in San Diego, California to explore the topic of Healthcare Reform Engagement at the Health Forum Summit. Among the participants were ASHHRA board members and representatives from SHSMD and ACHE. In September 2011 the findings were presented at the ASHHRA annual conference, and the Summary of Findings were released to members of SHSMD, AHA, and ACHE.



- ASHHRA continues our joint membership relationship with SHRM, and exhibited at the June 2011 SHRM Conference. In 2012, ASHHRA and SHRM will continue to examine partnership opportunities for members.
- In March 2011, ASHHRA was awarded the Seven Seals award by the US Deputy Secretary of the Department of Defense in our support of the Employer Support of the Guard and Reserve (ESGR). ESGR has helped thousands of employers across the nation by providing resources to effectively manage situations involving Guard and Reserve employees exiting and returning to the healthcare field. By partnering with ESGR, ASHHRA supports its members in handling these sensitive situations.

### American Organization of Nurse Executives (AONE)

- In May of 2011, ASHHRA released, in conjunction with AONE and ASHRM, the Guiding Principles to Protect Patients from At-Risk or Reckless Behavior by Registered Nurses.
- In September 2011, a panel was held at the ASHHRA annual conference with AONE members and HR partners to discuss strengthening relationships. Since January ASHHRA has engaged with AONE on the steering committee for The A2 Workforce Group and continues to collaborate on the AHA Workforce Committee collaboration. ASHHRA is currently promoting the AONE Environmental Assessment Survey.

### AHA Associate Memberships

ASHHRA offered sponsors a discounted AHA Associate Memberships, leveraging partnerships to potential sponsors for ASHHRA and potential members for AHA. To further collaborate, in July of 2011 ASHHRA promoted the webinar: Recruit, Reward & Retain Physicians & Key Executives held by LTC Financial Partners, an AHA Associate Member. In November of 2011 ASHHRA offered five AHA Associate Memberships to Platinum Sponsors as a thank you for their support of the health care HR profession.



**American Hospital Association**

### Health Research & Educational Trust (HRET)

- In January 2011, ASHHRA promoted A Call to Action: Creating a Culture of Health Report, a report of the AHA Long-Range Policy Committee who identified emerging, successful practices in hospital employee health and wellness. In February 2011, ASHHRA promoted the webinar: Call to Action - Creating a Culture of Health as a follow-up to the work. ASHHRA worked to push forward the Culture of Health agenda in articles, webinars, and a workshop at the 2011 Health Forum Summit and the ASHHRA 47th Annual Conference & Exposition.
- In June 2011, ASHHRA released the HRET report on Building a Culturally Competent Organization: The Quest for Equity in Health Care. To continue further collaboration, David Schulke, VP Research Programs of HRET, presented on September 12 at the ASHHRA 47th Annual Conference & Exposition regarding their work in readmissions.
- In 2011, the ASHHRA website navigation introduced a link to the Hospitals in the Pursuit of Excellence (HPOE) website to enhance the knowledge of the ASHHRA membership.

## AHA Policy and Federal Relations

- The AHA Policy and Federal Relations group has been a long-time collaborator of ASHHRA. ASHHRA collects the data for the Semi-Annual Labor Activity Report twice annually with IRI Consultants and AHA. ASHHRA continues its collaboration with the AHA and IRI Consultants to produce the periodic Health Care Labor Report (HCLR) the ASHHRA membership and the CEO audience. HCLR comes out 9-10 times per year.
- The ASHHRA Advocacy Committee continued its efforts in letting our voices be heard by visiting Capitol Hill in May of 2011. During a record number of 52 visits Members of Congress were presented with AHA/ASHHRA position papers on matters critical to our industry: Workforce Development and Employee Relations. The 2011 position papers can still be found on the website in the Advocacy section. In July of 2011, ASHHRA and AHA held a webinar recapping the Hill Visit.
- AHA and ASHHRA submitted a brief of amicus curiae in response to the NLRB's notice and invitation to file a brief in January 2011.
- In February of 2011, G. Roger King of Jones Day went before the House Education & the Workforce Committee's Subcommittee on Health, Employment, Labor and Pensions on behalf of AHA and ASHHRA.
- On February 22, 2011, comments on the Proposed Rules Governing Notification of Employee Rights Under the National Labor Relations Act (RIN 3142-AA07) were submitted by The Coalition for a Democratic Workplace along with AHA and ASHHRA.
- In May of 2011, ASHHRA and the AHA held a webinar addressing Federal Affirmative Action and EEO Requirements.
- On June 20, 2011, AHA, AONE, and ASHHRA responded to National Labor Relations Board's Request for Information on Secure Electronic Voting Service.
- On August 22, 2011, AHA, AONE, and ASHHRA submitted final NLRB comments.
- In September of 2011, at the ASHHRA 47th Annual Conference & Exposition, ASHHRA, AHA, and Jones Day held two learning sessions addressing these issues outlined above.

- In the third quarter edition of the HR Pulse, an article was included recapping the ASHHRA Hill Visit in May along with an article written by Lawrence Hughes titled Active Regulatory Agenda Keep AHA, ASHHRA Busy. This edition was also distributed to the 821+ conference attendees along with the membership of 3500.
- In September of 2011, AHA and ASHHRA submitted comments to the Department of Labor (DOL) on their proposed rule on ADVICE ("persuader activity").

## AHA Solutions, Inc.

- AHA Solutions, Inc. has been a long time collaborator with ASHHRA continues to seek ASHHRA board guidance for new solutions and education.
- In February of 2011, AHA Solutions and ASHHRA launched The Gary Willis Leadership Award honoring the memory of Gary Willis, an ASHHRA board member, who passed away in 2010. The award was presented at the ASHHRA annual conference to two recipients.
- In February of 2011, ASHHRA promoted the AHA Solutions Platform Partner webinar Too Many Resumes, Too Little Time? by TestSource.
- In March of 2011, ASHHRA promoted the AHA Solutions Platform Partners survey from Diversified Investment Advisors addressing the Retirement Plan Trends in Today's Healthcare Market Survey.
- In August of 2011, ASHHRA promoted the AHA Solutions Platform Partner webinar entitled Improve Employee Engagement for Better Business Results.
- In June of 2011, AHA Solutions hosted and sponsored the ASHHRA Region 5 conference.
- In August of 2011, at the AHA Solutions HR Roundtable in Chicago, Illinois. Bob Walters, ASHHRA president, and Stephanie Drake, ASHHRA executive director, presented on workforce issues in health care.
- On Thursday, September 22, ASHHRA promoted an AHA Solutions webinar Building Physician Engagement featuring a Case Study on AtlantiCare.
- In November of 2011, Tony Burke, president and CEO of AHA Solutions, and Stephanie

Drake, ASHHRA executive director, presented on workforce trends at the ASAE Healthcare Annual Conference in Baltimore, Maryland.

- In December, ASHHRA promoted the AHA Solutions webinar, *Effective Policy Management: A Prerequisite, Not an Elective*, featuring Cedars-Sinai Medical Center.

## Health Forum

- In June/July 2011, ASHHRA promoted registration to the Health Forum Summit to its members and the 40,000 health care emails owned by ASHHRA.
- In September of 2011, ASHHRA offered conference attendees copies of H&HN magazine.
- In January 2011, ASHHRA promoted the Health Forum webinar and book - *Helping Physicians Become Great Managers and Leaders: Strategies That Work*. Speaker, Laura Avakian – former ASHHRA board president, addressed key facets from her book, *Helping Physicians Become Great Managers and Leaders: Strategies That Work*. In September 2011 ASHHRA sold Laura Avakian’s book in partnership with Health Forum at the ASHHRA annual conference as a follow-up with the Health Form webinar in January.
- At the 2011 Health Forum Summit ASHHRA held their fifth annual Thought Leader event addressing the topic of Health Care Reform Engagement. Also, during the Summit, ASHHRA held a Sunrise Session addressing Workplace Intimidation with ASHRM, and on July 17th ASHHRA conducted a Culture of Health Workshop illustrating the work of HRET.
- In January of 2011, ASHHRA made it a policy to work through Health Forum’s Speaker’s Bureau for General Session Speakers. In 2011, Ian Morrison was utilized. In May of 2011, ASHHRA promoted Ian Morrison’s Book - *Leading Change in Health Care: Building a Viable System for Today and Tomorrow*.

## Other AHA Affiliates

- Since 2008, ASHHRA and IFD have created and deployed the bi-weekly diversity newsletter, *Diversity eNews Brief*. This is a bi-monthly publication of articles on diversity issues in health care. Also included in the brief are

communication alerts by both societies on tools and resources that are beneficial to their membership organizations. In April 2011, ASHHRA promoted the IFD webinar around *Addressing Disparities in Hospital Readmissions: Developing Strategies for Diverse Populations*.

- In June of 2011, ASHHRA and the AHA Maternal and Child Health Division introduced *The Business Case for Breastfeeding: Steps for Creating a Breastfeeding Friendly Worksite - The Business Case for Breastfeeding* is a comprehensive program designed to educate employers about the value of supporting breastfeeding employees in the workplace. The program highlights how such support contributes to the success of the entire business. In September of 2011, ASHHRA Announced *The Business Case for Breastfeeding Summit: Implementing the Worksite Lactation Accommodation Law*.
- In February 2011, ASHHRA promoted the CHG / PLF webinar - *Your C-Suite and Physicians as Business Collaborators*.
- Physician Engagement is a growing trend for the ASHHRA membership. In May 2011, ASHHRA promoted the AHA Webinar: *Medicare ACO Proposed Rule - What Physicians Need to Know*. ASHHRA also held three sessions at the annual conference related to Physician Engagement, independently.
- The Personal Membership Group (PMG) Booklet was produced by Ferdinand Libunao, ASHHRA Marketing Specialist, to better reflect the work of the PMGs.
- In December of 2011, ASHHRA aided ACHI to promote their survey of hospitals to document key characteristics of the leadership, staffing, and organizational structure of hospitals’ community health programs. The survey targets those who head the department with principal responsibility for community health programs. All hospitals that complete the survey will receive a complimentary executive summary of the findings.
- In conjunction with the AHA IS&T Department, ASHHRA launched a conference mobile application (app). A total of 474 attendees (out of 821 attendees) used the mobile app. That’s a whopping 60%, the best penetration seen at an AHA conference in 2011. Also in conjunction with the AHA IS&T department, ASHHRA

continues to be the top user of Box.net. ASHHRA has utilized Box.net for the following:

- Board Books and Meetings
  - Chapter Management and Awards Conference Planning
  - Annual Conference Materials.
- AHA Cares is important to the ASHHRA team, as it provides the means for employees to personally make a demonstrable difference in improving the health of our communities by encouraging and facilitating volunteerism, identifying organizations that need funding support, and broadening the AHA brand within

the Chicago community as one that gives back to the geographies it serves. Sharon Allen, ASHHRA associate executive director serves as the co-chair of the AHA Cares Committee. In the year 2011, AHA Cares awarded \$15,000 in resources and funding support to more than 20 charities in the Chicago and DC communities and generated an additional \$6,000 in employee contributions.

- In November of 2011, ASHHRA provided a complimentary webinar to all AHA employees titled ASHHRA Wellness Webinar: Use Stress to Your Advantage.

In order to better collaborate throughout the AHA, ASHHRA has aligned each staff member with a department of the AHA in order to strengthen relations – creating the ASHHRA / AHA Staff Liaison Program. The breakdown is as follows and will continue to be utilized in 2012.

#### Administrative Coordinator

- PMG Member Services
- AHA Member Services

#### Associate Executive Director

- IFD
- Sponsorship Team
- Communications
- Media Relations
- PMG Newsbrief
- Associate Memberships

#### Executive Director

- LABOR
- Policy/Fed. Relations
- Speakers Express
- Workforce
- Legal - AONE - HRET
- State Issues Forum
- A2
- Health Forum
- Solutions

#### HR Membership Specialist

- Chapter Affiliation
- Human Resources
- Resource Center

#### Marketing Specialist

- IS&T
- Marketing

#### Sr. Education Specialist

- National Career Network
- PMGs
- Meetings and Education
- CHG

#### Sr. Governance Specialist

- Finance
- Permissions to Re-print
- Facilities
- Evacuation Team

ASHHRA continues to find areas to partner with divisions of the AHA. Topics to further explore are leadership development, culture of health, physician relations, health care reform, and/or labor/workforce issues. By year end, ASHHRA has partnered with 85% of the AHA on education, legislation, and/or research. This work is expected to continue in 2012 to better support the health care community.



## Operational Outcomes and Changes

Overall 2011 was an outstanding year. The 2011 ASHHRA budgeted revenue projection was at \$1,908,000 and expenses were projected at \$1,889,139, with a projected operating margin of \$18,861. Year end results were at actual revenue of \$1,929,187 and actual expenses were at \$1,755,756, with an operating margin of \$173,431 (unaudited).

ASHHRA was honored to receive support from sponsorship dollars and trade show revenue of \$361,249 and \$486,985 respectively. The sponsors and strategic partners of ASHHRA assist in providing new and enhanced resources each day. ASHHRA is truly grateful for their continued support each year.

ASHHRA experienced 3% growth in membership in 2011 with a 76% retention rate of existing members.

Throughout 2011 the ASHHRA board, committees, staff, volunteers, and strategic partners have sought ways to support the health care HR field. As the organization continues to grow we are committed to finding new ways to support the profession and the health care field.

Founded in 1964, ASHHRA is the leading voice for HR professionals in health care. ASHHRA links people and organizations to leadership practices, best practices to patient outcomes, and outcomes to business results. Headquartered in Chicago, Ill., the society has more than 3,500 members and services the needs of over 45 chapters throughout the United States. For more information about ASHHRA, visit [www.ashhra.org](http://www.ashhra.org). To contact ASHHRA representatives, please use the following email address or phone number: [ashhra@aha.org](mailto:ashhra@aha.org) / 312-422-3720





 **ASHHRA**

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