



American Society for Healthcare Human Resources Administration 2007 Annual Report

The ASHHRA mission is to lead the way for our members to become more effective, valued and credible leaders in health care human resources through ongoing learning and development, information, and resources and by providing opportunities for networking and collaboration.

In 2007, our mission was demonstrated by ASHHRA members who stepped up to accelerate their HR leadership by participating in various ASHHRA learning opportunities and effectively applying the learnings in their own organizations in a way that added value to healthcare systems across the nation. ASHHRA further accelerated mission fulfillment by completing the last year of a three-year strategy; successfully meeting all strategic directions and goals in the areas of governance, business development, and building relationships.

During the year of 2007, ASHHRA advanced the transformation of healthcare HR. By reaching out to the international community to explore global workforce issues, advancing members toward strategic leadership, engaging members in educational programs based on the ASHHRA HR Leader competencies, and by involving members in proactive advocacy efforts in the health care and human resources arenas, ASHHRA worked to change the landscape of healthcare Human Resources.

This kind of achievement, detailed in the report that follows, could not have been possible without the dedicated service of a collaborative team of strategic leaders on the ASHHRA Board of Directors, a strong and talented staff, and members who tirelessly volunteered on committees and taskforce. In addition, these achievements were made possible by the generous contributions of sponsors and business partners who supported many of the educational programs and networking activities.

Many thanks to all who contributed to the success and growth of our organization in 2007.

Regards,

Molly Seals
ASHHRA 2007 President

Catherine Sewell
ASHHRA Executive Director

ASHHRA 2007 Annual Report

The 2007 ASHHRA Annual Report provides information based on the results of the ASHHRA Strategic Plan for 2005-2007, more specifically related to three strategic directions: Governance, Business Development, and Collaborative Relationships.

Governance

In 2007, ASHHRA successfully implemented the new governance structure that was voted on and approved by membership in 2006. This transition provided for new representation on the board, including a director representing constituents who are new to the profession, a hospital CEO, directors of medical facilities other than hospitals, the new officer position of treasurer, a director of Chapter and Membership Services who oversees nine regional consultants, and a chapter officer who is responsible for chapter relations. With enthusiasm and energy, the board brought a variety of viewpoints that will continue to produce a new level of growth and value to the organization.

The board developed a balanced scorecard comprised of specific metrics for operational, strategic, and governance performance. To assure transparency, the scorecard results were delivered third quarter to membership at the 43rd Annual Conference and Exposition in Anaheim, California.

A successful Chapter Leadership Conference was held second quarter in Chicago that included 73 attendees from across the country.

A new strategic plan to advance the mission of ASHHRA was formulated for 2008-2010 and was announced at the annual conference. The new plan is on the ASHHRA Web site for viewing.

Today, with its new Governance Structure, ASHHRA is positioned to function as a "Best Practice" association, strategically focused on bringing its members the greatest value while advancing the Healthcare Human Resources profession to a whole new level.

Business Development

The year of 2007 was not only a year to implement the restructuring, but the ASHHRA Board and Staff were committed and successful in delivering a host of new products and services to its members.

The Disaster Planning Manual was published in the second quarter. This provided members with a methodology to take care of employees during times of disaster. It was written by members who had experienced times of crisis in their own areas of the country.

The HR Metrics Tool was revamped in 2007 to encourage more participation and is now more accurately reflecting the needs of participants. There were 87 participants in 2006, compared to a total of 261 to date.

New products and services for 2007 included a digital version of *HR Pulse*, an interactive magazine available to members. The magazine looks just like the hardcopy with the added feature of digitally saving, sharing, and printing magazine content.

In addition, ASHHRA member feedback identified the hot topics affecting the health care HR profession and health care organizations. In response, ASHHRA introduced a monthly electronic newsletter containing organizational news along with summaries of published information from various media outlets on subjects of interest to ASHHRA members.

The new ASHHRA Career Center was successfully implemented in 2007. The Career Center allows employers to post jobs from their health care organizations, and provides job seekers a place to post applications. This new service is exclusive to health care allowing a more focused resource for all users.

The ASHHRA Buyers Guide, introduced the third quarter of 2007, provides Web site visitors with a quick way to find tools and resources from vendors and service organizations particularly suited for the health care human resources professional.

The ASHHRA Foundation was established in July 2007. The first donation to the Foundation came from MetLife for applicants who wanted to attend the 2007 ASHHRA Annual Conference but whose organizations were experiencing financial need. Nine scholarships were awarded to applicants from around the country.

At the 43rd Annual Conference and Exposition, ASHHRA recorded the highest attendance (684) of all ASHHRA conferences.

ASHHRA delivered a variety of learning and networking opportunities at the annual conference and through the ASHHRA Webinars. Thirteen Webinars were offered in 2007, including four sessions free to members.

The ASHHRA Web site improvements continued throughout 2007, including the "Ask a Board Member" feature, an opportunity for members to logon to the ASHHRA Discussion Board and ask board members health care HR-related questions. In addition, the Foundation and Advocacy Web sections were completed. The Foundation section serves two purposes: allowing contributors to donate; and providing applications for health care HR professionals to request scholarship, education, and research assistance. The Advocacy section was developed in response to member requests for more information and resources related to labor relations, as well as government and regulatory activities.

A marketing study was completed in December assessing member needs and comparing ASHHRA to other not-for-profit organizations of like size. With this information, ASHHRA will be able to not only understand ASHHRA member needs, but deliver meaningful and valuable resources.

ASHHRA experienced a record growth in membership in 2007. Membership increased five percent from December 2006 through December 2007. At year end, membership was at 3,397.

Building Relationships

Sound collaborative relationships are key to ASHHRA's growth and success. ASHHRA experienced great success in 2007 building strong relationships that serve our organization and our members both today and in the future.

In July 2007, ASHHRA collaborated with the American Hospital Association and IRI Consultants to Management to implement a Health Care Labor Report, targeting not only its membership but the Healthcare CEO audience.

In March 2007, ASHHRA President Molly Seals, along with the American Hospital Association and the American Organization of Nurse Executives, attended the Global Workforce Conference in Geneva, Switzerland. Together, they dialogued with world health leaders on challenges of the global healthcare workforce shortage.

During 2007, ASHHRA collaborated with MetLife (Metropolitan Life Insurance Company) to establish the first scholarship program for the ASHHRA Foundation.

In partnership with Bernard Hodes, ASHHRA made available to members the results of a survey relating to the aging workforce. The online resource link was posted in October on the ASHHRA Web site.

ASHHRA collaborated with AARP in the first quarter to produce a survey on the aging workforce. The results were made available to ASHHRA members.

We continued our joint membership relationship with SHRM, and exhibited at the June 2007 SHRM Conference.

Financial Results

The 2007 ASHHRA budgeted revenue projection was at \$1,904,781 and expenses were projected at \$1,882,911, with a projected operating margin of \$21, 870. Year end results were at actual revenue of \$1,840,687 and actual expenses were at \$1,825,946, with an operating margin of \$14,742.

ASHHRA, a society of the American Hospital Association headquartered in Chicago, Illinois, is the leading voice for HR professionals in health care—linking people and organizations to leadership practices, best practices to patient outcomes, and outcomes to business results. To contact ASHHRA representatives, please use the following e-mail address or phone number: ashhra@aha.org; 312-422-3820.

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